Seventy-Five Years of Good Taste

A History
of the
Tasty Baking Company
1914-1989

TASTY BAKING COMPANY
75
SEVENTY-FIVE YEARS OF GOOD TASTE

Seventy-Five Years of Good Taste

A History
of the
Tasty Baking Company
1914-1989

This book is dedicated to all the men and women who have helped to build Tasty Baking Company during its 75 years. It is dedicated to bakers and packers, shippers and mechanics, drivers and cleaners, secretaries and owner/operators, bookkeepers and accountants and all the members of the Tasty family. It is dedicated to the memory of Philip J. Baur and Herbert C. Morris, two men whose vision established a great company.

We are all proud of our accomplishments, and we are proudest of the people who have made Tastykake a Philadelphia institution. To all of them, to all of those we have worked with over the years, to all of those who came before us, we say, "Thank you." This book belongs to you.

Philip J. Baur, Jr.
Chairman of the Board
Tasty Baking Company

Nelson G. Harris
President and Chief Executive Officer
Tasty Baking Company

All Rights Reserved

Copyright © 1990 by Tasty Baking Company, Philadelphia, PA

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording or any information storage and retrieval system, without permission in writing from the publisher.

Library of Congress Catalog Card Number: 90-71185

Printed in the United States of America

Written by Joel R. Gardner
Designed by The Creative Department, Inc.

This book derives its substance principally from oral histories of the men and women who worked at the Tasty Baking Company during its lifetime. In conducting research, I recorded more than fifty tapes, interviews with thirty-five individuals. The eldest in both age and service to the company was DeHaven Kane, who is ninety-four and joined Tasty in 1916. The youngest and newest member of the company family is Elizabeth Gemmill, Esq., who joined Tasty in 1987. The complete list of persons interviewed is below.

In addition, I read through the complete run of *Krumbs*, the employee magazine, started in January 1917 (which, when quoted, is done so verbatim); the collection of press clippings maintained by the company's public relations department, which, except for a few incidentals, begins with the year 1955; and annual reports and other documents provided to me by the company. I was fortunate to have the extensive notes developed by Basile & Jones, who prepared the fiftieth anniversary publication. Many of my historical references are from the anthology *Philadelphia: A 300-year History* (New York and London: Norton, 1982).

Tape recordings were transcribed by several different sources. Those transcripts were edited selectively by me in preparing this document. The unedited transcripts and the tapes are in the private collection of the Tasty Baking Company.

In preparing excerpts of the interviews, I edited with a heavy hand, but I have attempted to retain the flavor and the exact words of each interview subject. I am grateful to the designers of this book, Phil Eitzen and Dale Parenti of The Creative Department, Inc., for their assistance, particularly as guides and editors. I am also grateful to everyone at the Tasty Baking Company who made my time there so pleasant, especially Kathy Grim, director of public relations; Marie Mann, her right-hand person; Elaine LaGreca, secretary to Nelson Harris; and the many others who gave me assistance and showed me courtesy beyond the call of duty. Thanks to Gertrude Eisold, Paul and Louise Kaiser, Ed Kimble, Gene Riddle, and John Wurst for the extra hospitality and generosity they showed this itiner-

ant interviewer. Thanks also to Nelson G. Harris, Philip J. Baur, Jr., and the executives of the Tasty Baking Company for conceiving this project and encouraging me throughout. Finally, thanks to Philip J. Baur, Sr., and Herbert C. Morris for creating the Tastykakes that we all enjoy seventy-five years later.

Joel R. Gardner
Cherry Hill, N.J.
May 1989

Interviews conducted:
James Barrett
Philip J. Baur, Jr.
Brookes Britcher
Harrison M. Craig
Norma G. Deess
Gertrude C. Eisold
John F. Enright, Jr.
Margaret Pokorny Farkas
Elizabeth Gemmill, Esq.
Edwin R. Green
Nelson G. Harris
Louise Baur Kaiser
Paul R. Kaiser
DeHaven Kane
John Keegan
Edward Kimble
W. Thacher Longstreth
William Mahoney
Edward Morris
John Pettine
Robert J. Pierce
Philip Price, Jr.
Leonard Rayca
William Reed
Eugenia E. Riddle
Louis J. Rodriguez
Joseph Shilling
Henry Simpson
William R. Sterner
Harold Still
Alma Vitt
Carl Watts
John Wurst
Andrew B. Young, Esq.
Frank E. Zigman

Beginnings of the Legend

1914-1951

August and Philipine Baur, parents of Tasty Baking Company cofounder Philip J. Baur, shown on the occasion of their 50th wedding anniversary.

The story of the Tasty Baking Company begins with a man named August Baur, a man born in Germany who worked for a jeweler before he decided to immigrate to the United States. Because relatives lived there, he chose Pittsburgh, where he arrived in 1878. There he met and married Philipine Stokey; there he began to work in the baking business for Ward Baking Company, the largest in the area.

With his brother-in-law, Henry Stokey, and his brothers John and Fred, August Baur formed the Baur Brothers Bakery in the East Liberty section of Pittsburgh in 1885. They worked hard, putting in 36-hour shifts when necessary, and took only enough money out of the business to cover their most urgent needs.

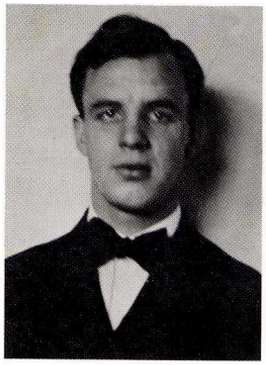
In the same year, on October 28, August and Philipine Baur had their first child, a son, whom they named Philip and who grew up with the company. A natural tinkerer who was something of a mechanical genius, he took naturally to the baking business, working with formulas for products and learning about the machinery that turned the ingredients into cakes.

War and disruption in Europe brought many new Americans to our shores between 1870 and 1910. Freed from economic or religious restraints, many plunged into new businesses in the new land. Baur Brothers cannot have been greatly different from the many similar bakeries started by immigrants between 1880 and 1910, except that the hard work and dedication of the brothers and the growth of the East Liberty section caused the business to expand rapidly.

August, the oldest of the brothers, managed the bakery. John managed distribution of products, and Fred was in charge of the stable and horses. Baur Brothers maintained a bakery and an outlet store and marketed its products to general stores around the city. In 1900 their success led the brothers to build a new plant on Penn Avenue, near the East Liberty railroad station, enabling them to ship products to outlying cities while maintaining outlet stores in both its old and new locations.

Young Philip J. Baur, in the meantime, showed an aptitude for science and studied chemistry in Chicago in 1906 and 1907. But the family busi-

The Baur Brothers Bakery, which was in the East Liberty section of Pittsburgh, with a map dated 1910 showing the bakery's location (encircled).



Philip J. Baur, circa 1907.

Herbert C. Morris, before 1914.

ness was baking, and young Baur applied his gifts to creating and producing the best possible cakes and pies.

By 1910 Baur Brothers had 40 delivery routes in and around the city, serviced by 80 horses and wagons, and was the second largest bakery in the Pittsburgh area. In 1913, the brothers sold their enterprise to its chief competitor, August Baur's first employer, the Ward Baking Company.

Philip J. Baur was working for Baur Brothers when he met Herbert C. Morris. Morris was a graduate of Harvard College, the oldest son in a cultivated and established Cleveland family. Following his graduation, Morris went to work as a salesman for the H.J. Keith Company, which packed and distributed dried egg products.

Morris traveled the United States for H.J. Keith, and on his rounds he met young Baur. The two were similar in age and ambition, and when Morris would visit Baur Brothers, they would share thoughts, ideas, and dreams.

At the time, the large bakeries produced loaf cakes, white or yellow, and pound cakes, which they distributed to all of the small bakers, grocery stores, butcher shops, candy stores, or any store with a glass showcase that could display the cake.

A turn-of-the-century store, typical of those that sold slab cakes baked by Baur Brothers.

The customer ordered from the grocer or storekeeper in fractions or multiples of a pound. The grocer, in turn, took out the slab cake, estimated the portion, and sliced the cake with the knife that was his all-purpose tool for cutting meat, cheese, butter, cake, and bread. The grocer then wiped his hands on his apron, cut the cake in the appropriate quantity, put it on the scale, and wrapped it in ordinary paper.

Baur and Morris had a better idea. They wanted to develop a cake that would be packed by the bakers at the plant and never handled by anyone but the bakers, one that would overcome the unsanitary conditions faced in the market at that time. Their idea was not unique, since a few bakeries around the country had implemented similar products. But nothing like it existed in Pittsburgh or Philadelphia.

In 1913, when the Baur brothers decided to sell their business, Baur and Morris got their opportunity, but it was not to be in Pittsburgh. Under the terms of the sale to Ward, no Baur could open a bakery within 100 miles of Pittsburgh, so young Baur and Morris decided to explore Philadelphia.

Philadelphia, looking north on Broad Street from Locust, as it appeared when H.C. Morris and P.J. Baur came to town to start the Tasty Baking Company.

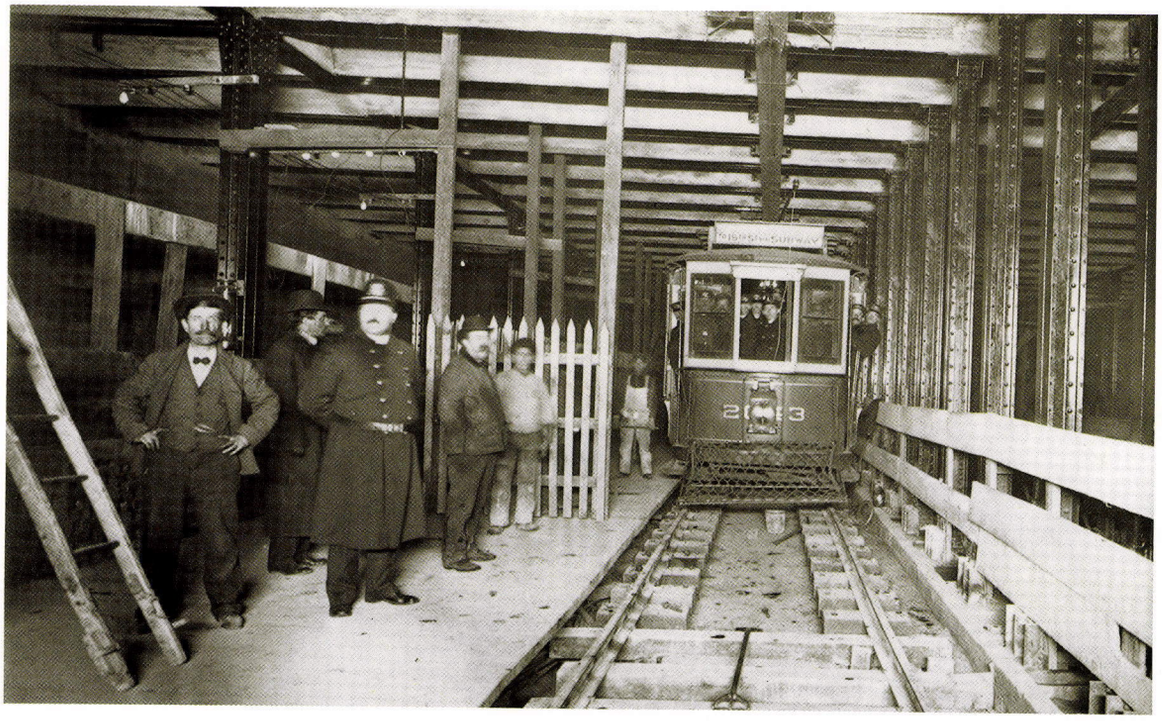
The city that they chose was in the full throes of a business expansion that had begun at the turn of the century. Philadelphia in 1913 was booming and growing and, situated as it was in a central position along the Middle Atlantic corridor, it offered the partners a perfect opportunity for development, growth, and expansion.

In many ways, the City of Brotherly Love was at that time beginning to take on the characteristics of the city it would become during the twentieth century. Immigration from eastern and southern Europe had filled the narrow streets of South Philadelphia with Jews and Italians, and the

Blacks, who fled the southern United States, had begun to concentrate in the south-central parts of the city. Between 1901 and 1915, the population of Philadelphia expanded by one-third, from 1,293,000 to 1,684,000.

The opening of the new John Wanamaker's department store at 13th Street in 1911 began the westward growth of Center City, and high-rise construction altered its skyline, especially along Broad Street. The Market

John Wanamaker's inside and out. Philadelphia's landmark department store opened at 13th Street in 1911.



The Market Street subway. When it opened in 1907, it expanded development of Philadelphia to the western suburbs.

Street subway, completed in 1907 and connecting with the elevated train to reach as far as 69th Street, spurred residential expansion into West Philadelphia, turning its rural landscapes into residential city blocks.

Completion of the Northeast (now Roosevelt) Boulevard was a year away; with it would come the suburbanizing of the city, the provision of growing space beyond the crowded downtown. A few years later, the Benjamin Franklin Parkway would speed cars towards Wynnefield, Overbrook, and Germantown, opening those neighborhoods and the communities beyond to new residents who sought country atmosphere within reach of the city.

Philadelphia was a major manufacturing center in that period, ranking third in the number of wage earners and in the value of its manufactures. The textile industry, encompassing woolens, hosiery, clothing, and carpets, was by far the largest. The food and food products industry, including bakery and confectionary goods, was second.

The Benjamin Franklin Parkway, completed in 1911. It has been called the world's most beautiful boulevard.

For entertainment, the people of the city flocked to the vaudeville at Nixon's Grand at Broad and Montgomery or B.F. Keith's at Chestnut and Eleventh. The East Market Street Theater offered a chance to see the latest new technology, the motion picture.

Or they went to the ballpark: Shibe Park, built in 1909 at 21st and Lehigh, was the first modern stadium, built of concrete and steel and holding up to 30,000 fans. The Athletics, who played there, rewarded their faithful with American League pennants in 1902, 1905, 1910, 1911, 1913, and 1914, led by "Home Run" Baker, Eddie Plank, and Eddie Collins.

The 18,800-seat, wooden Baker Bowl, at Broad and Lehigh, was the home of the Phillies, who then featured the great pitchers Grover Cleveland Alexander and Eppa Rixey and would win the National League title in 1915.

Serious art lovers most often went to New York for their stimulation and entertainment, but the arrival of Leopold Stokowski to assume the leadership of the Philadelphia Orchestra signaled a cultural resurgence that has continued to this day.

Mementos of the vaudeville era. Philadelphians sought entertainment at such theaters as Nixon's and B.F. Keith's.

Shibe Park, the first modern baseball stadium, where fans cheered the Athletics and later the Phillies.

The Philadelphia Orchestra under Leopold Stokowski. In this era, it began to draw large audiences as well as international acclaim, bringing prestige and culture to the city.

The city has always suffered from an image of conservatism and fear of the new, commented on especially in that day by visitors like Henry James, who called Philadelphia "settled and confirmed and content," and natives like Owen Wister, who remarked that Philadelphians were "well-to-do, at ease, with no wish to be disturbed." Yet Breyer's managed to convert a chain of pushcarts into a million-dollar ice-cream business in this era. And Philadelphia was ripe for the revolution of Tastykake.

August Baur in retirement. After Baur Brothers was sold, he moved to Philadelphia, where he helped provide financing for his son's new company.

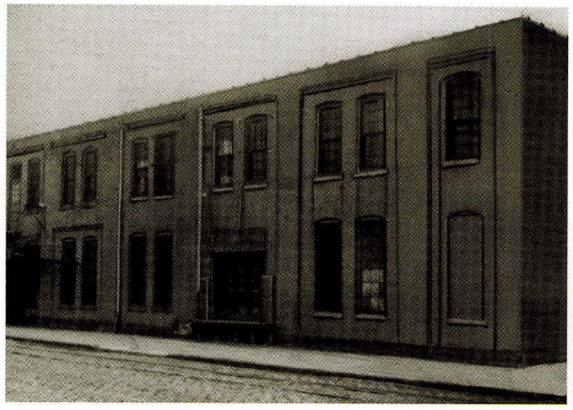
When Baur and Morris decided to set up shop in Philadelphia, all of the Baurs except John, Philip's brother, moved with them. August Baur, only 54, retired. His daughter Louise Maus, Philip J. Baur's sister, recalled in a conversation with Phil Baur, Jr., that "For his retirement he gardened and went to the bank and to church."

August and Philip J. Baur and E.K. Sober, H.C. Morris's father-in-law, came to Philadelphia in November 1913 to find a plant that would suit the purpose of the two young entrepreneurs. They walked the streets of the city for three days before locating a deserted, burned-out plant on Sedgley Avenue, near 22nd Street and York Avenue. The land was on the boundaries of the Pennsylvania General Freight Yard of North Philadelphia and had its own railroad siding.

Baur brought with him from Pittsburgh a master baker, Carl (later "Charlie") Probst. The two worked closely together throughout Probst's tenure at Tasty Baking, perfecting recipes and creating new ones. When the baking machinery arrived in January 1914, they began to experiment with their recipes.

The formulas didn't come easily. What had worked in Pittsburgh first failed in the more humid Philadelphia climate. Try as they might, they couldn't get the icing quite right. August Baur encouraged his son to plunge ahead, but Philip refused to offer a product until it met the necessary standards of quality.

The Tasty Baking Company was incorporated February 25, 1914, with a capital of $50,000. H.C. Morris's father-in-law, Edward K. Sober,



The Sedgley Avenue plant (above), and an industrial site along Sedgley Avenue, neighbor to the first Tasty Baking plant.

The founders, Herbert C. Morris and Philip J. Baur. Their portraits, painted by S. George Phillips in 1961, hang in the executive offices at Tasty Baking Company.

subscribed to one-half of the authorized capital, and the other half was purchased by Philip J. Baur and his father, August Baur. Although the authorized capital was $50,000, they only shared in $46,000, which was all of the capital ever issued. Morris, Sober, and the two Baurs then became directors of the company, Morris was elected president, and P.J. Baur was elected secretary and treasurer.

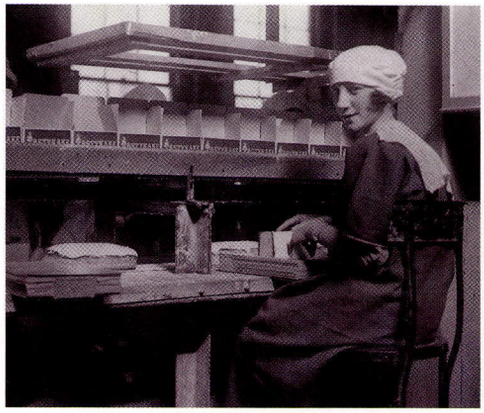
Immediately following the partnership agreement, and before Morris had the chance to leave Boston, he was stricken with appendicitis. His wife, Willavene, had come up with the name for the new product, Tastykake. While Morris recuperated from the operation, he sketched out the design for the logo, including the serifs, those edges and lines upon and within the letters, that have survived 75 years of packaging changes. To complete the design, he commissioned a young Boston art student whose name has been lost to history, and she developed the Tastykake girl, who graced the packaging and the trade mark for years. Finally, the company adopted the slogan, "The Cake That Made Mother Stop Baking."

The original Tastykake logo. The Tastykake girl and the stylized print quickly became part of the Philadelphia landscape.

The most accurate early history of the company appears in *Krumbs*, an in-house magazine first published by the company in 1917, for and about the employees. On the occasion of the tenth anniversary, in 1924, *Krumbs* printed a group of articles recalling the first days of Tasty Baking Company by those who were present at the creation.

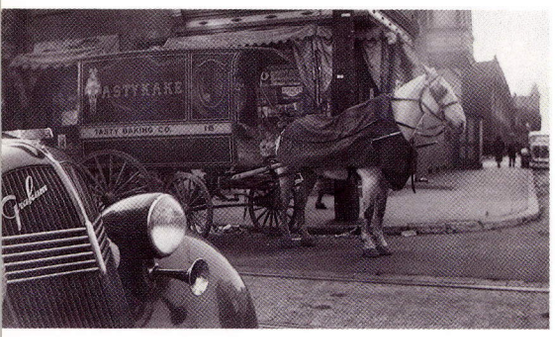
According to that history, the winter of 1914 was a cold one. The furnace burned six tons of coal a week and gave out only enough heat to keep the pipes from freezing. Stoves were placed around the building, with little value. To keep the experimental team happy, Probst baked little rum cakes, and when Baur and Probst worked Easter Sunday, Morris brought part of his Sunday chicken dinner down to them.

E.C. Klingensmith, one of the company's first employees, worked in the bakery but, as he wrote in *Krumbs*, "We were all handy-men." There was only one oven, set on piers in the yard. The old plant eventually consisted of two parts, a three-story section built in the yard to house the oven, and a two-story section set up so that the oven opened on to its second floor. In a *Krumbs* article called "March 1914," Klingensmith described



The packing department, where cakes were wrapped and packaged by hand in the original grey and blue boxes.

Miriam Hipple and Charlie Probst at the annual company picnic.



A horse-drawn wagon of the kind that H.C. Morris used to ride the first routes. Wagons remained a staple of the company's fleet for a quarter-century.

the Sedgley Avenue plant in its first days:

"In the yard, where the three-story part now is, was a stable, built of corrugated iron.

"The first floor had only one office, which was the present general office; about one-fourth of this space was taken up by a large vault. The duties of the office girl were telephone operator, bookkeeper and stenographer; we did not have an exchange, merely the telephone in the office.

"The Stockroom was a section near the elevator, partitioned off, and was only about 40 feet square. The wagons were kept on the first floor and were brought in the driveway, which entered a gate by the office door and came in the building through the receiving door leading now to the railroad.

"We had one (the smallest we now have) ammonia compressor installed to supply refrigeration for the second floor. I ran this compressor when it was installed, and later, when we started to bake, the carpenter ran it. On Sundays in hot weather Mr. Probst and I would come in and run the compressor for an hour or so to keep our materials cool.

"Soon Mr. Probst and I started to make a few cakes, and, when we got so that we could make 100 or so, Mr. Baur would come and make the icing, and then Mr. Morris, Mr. Baur, Mr. Probst and myself would ice, cut and pack the cakes. By this time Mr. Morris had hired a stableman and salesman and bought a horse; so when we had a few cakes ready he would go out with the salesman and introduce the cake in the stores. A girl was soon hired to make pan liners and make boxes.

"I often wondered if there was demand for 1,000 cakes a day how we would ever be able to make them! The cake we started with was the present White cake and retailed for 10 cents.

"The cake took well from the start and soon more help was hired for mixing and packing, and yellow cake was introduced. The sugar and flour were all sifted by hand. The cake iced, cut and boxes made by hand. Some more ovens were needed; then more room, and the three-story addition, additional ovens and employees were added steadily from then on to the present time."

Miriam Hipple joined the company during the experimental period and was the first girl in the packing department. By the time the baking department was up and running, she was joined by two other girls, Elva McGuire and one recalled only as Emma. The cakes were baked in the morning and iced, cut, and packed in the afternoon.

The first day the bakers produced about 100 cakes, and the packing team worked until 8 o'clock. Baur may have had difficulty with the icing at times, for sometimes the whole packing department–all three–was held up waiting for it.

In the early days, *Krumbs* reports, the pan liners were cut with scissors and the boxes made up by hand in the packing department. The cake was cut on a square board with a big butcher knife, and the trays were all washed by hand.

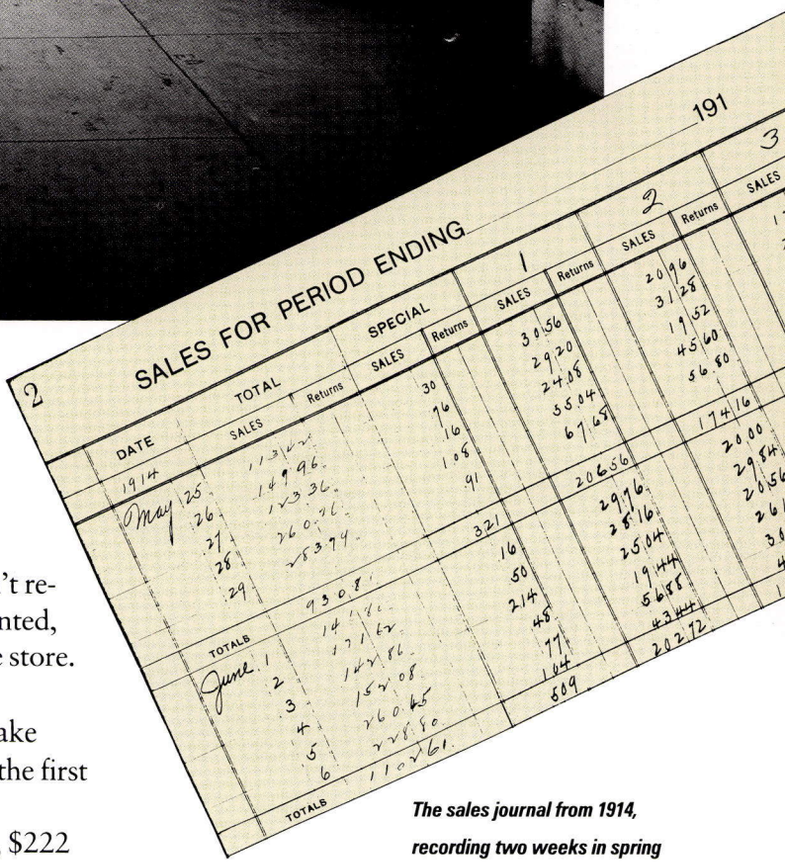
Morris made his first sale in a small store on Germantown Avenue

Germantown Avenue, near the store where H.C. Morris made his first sale.

near Wayne Junction. According to *Krumbs*, his first customer didn't respond enthusiastically, but said, "Ach, I've enough bakers!" Undaunted, Morris cut up one of the cakes and gave samples to the people in the store. The result was the first sale, twelve units.

As he made his rounds in horse and wagon on that first Tastykake route, a boy suddenly bore down on him on a bicycle. "Mama sold the first twelve!" he exclaimed. "She wants twelve more!"

Morris sold $28 worth of cakes at ten cents apiece his first day, $222 his first week. By the end of 1914, the long hours and hard work of the partners had earned them gross sales of $300,000. The Tasty Baking Company was here to stay.



The sales journal from 1914, recording two weeks in spring during the company's start-up.

In the early days, the weighing of ingredients was another careful hand operation.

Morris hired Jim Everett as the first city salesman. He then hired five more salesmen, whom he supervised. Business grew so rapidly that in order to get cake to salesmen who had sold out their stock, Morris bought a Ford roadster. He then appointed Al Jacoby as the first sales manager and taught him how to drive the special delivery Ford.

The success of the product and its sales in the city encouraged Morris to expand throughout Eastern Pennsylvania, a territory known then and for years afterwards as "country sales." In the beginning, a two-horse dray carted the cake to the freight station for shipping to the country sites, like Harrisburg and Easton, but, as *Krumbs* reports, "Between the delay in the production of the cake and the slow moving dray, it was always a worry as to whether the cakes would get to the freight station on time or not."

As sales grew, Morris evolved a practice that became a crucial part of the Tastykake philosophy over the years: he sold each customer only as much as he thought they could sell within the two days between the salesman's visits. He replaced anything that had become stale with a new cake, and he took the stale cake back to the plant, where it was destroyed. Nothing was ever resold. In addition, all business was transacted in cash, with no charge accounts and no check accounts.

Marian Ward arrived at the young company in the fall of 1914. In the *Krumbs* tenth anniversary issue, in an article entitled "The Office," she looked back and reflected upon the first decade of Tastykake, and her description and perspective are worth noting.

"It is a well-known fact that after a young lady becomes 21 she hesitates when asked her age, even on Registration Day. The following remarks will prove to you how ancient I am:

"Entering the employ of the Tasty Baking Company in its infancy, I have watched with interest its rapid growth.

"In 1914 the building was an unattractive structure, but a year or so later a fireproof, three-story building improved its appearance. More space being needed, an 'L' shaped addition was built, which held several ovens and provided a larger icing room. This part of the building shut out all the available sunlight and the offices had to be artificially lighted.

"Today we are privileged to be in a fine, large, fireproof building, with plenty of sunlight streaming through the windows and all the fresh air we desire. Ideal working conditions and pleasant surroundings make the daily routine of work a real pleasure.

"The events of October 21, 1914, my first day of employment, are indelibly stamped in a corner of my brain, never to be forgotten. All I heard that day was the ringing of telephones and the noise of buzzers. It seemed there was a buzzer for everything. On the side of Mr. Baur's desk there were several buttons. I was seated at this desk the first day and was told to press the button every time I saw a person waiting at the door for admittance to the second floor. This was a trick door. The presence of an unknown button was a source of great annoyance to the bookkeeper, for about every five minutes he popped his head into the private office in response to my calls. I could not imagine why he came into the office so often, but afterwards learned that my knee was pressing the button. This

Marian Ward (left), one of the first employees, shown with a group of friends at a company outing, 1916.

always reminds me of a country fiddler in a New York hotel, who was trying to pick a little white button off the wall with his penknife and wondered why the bell boy appeared at his door.

"In 1914 there were five office employees; now there are about six times that number.

"The local routes have increased from thirteen to thirty-seven and the country routes from five to forty-seven.

"The daily receipts were taken to the once famous North Penn Bank by one of the executives in a specie bag about the size of a lady's large handbag. It would be very amusing to compare the size of it with the one used by the bank runner today.

"Machinery has taken the place of many hand operations, lessening the labor and increasing the production.

"Improvements too numerous to mention have been made.

"We should all be proud of the success and progress of the Tasty Baking Company, which have been largely due to the fact that this Company has always stood for service, and service is a measure of greatness. On this basis there are great possibilities for its expansion."

By April 1915, the company served thirteen city routes. E.J. Beck, an early salesman, recalled that only one of those was in South Philadelphia.

"In those days," he wrote, "the salesmen only sold to the big buyers. Unless a store could take a dozen at a time, they didn't think it worth stopping. Also, several of the salesmen would refrain from serving a store if one nearby, who was a good customer, asked them not to.

"The Company's policy of serving them all, big and little, and of treating them all alike, was finally planted firmly in the salesman's minds, and in 1916 alone, six new routes were put on."

H.A. Tripple joined the company in January 1915 to oversee country sales, which included Trenton, Wilmington, Pitman, Chester, Mt. Carmel, Reading, and Tamaqua. The business was run on an agency basis, with one man or organization in each place buying the cake and distributing it or hiring people to distribute it.

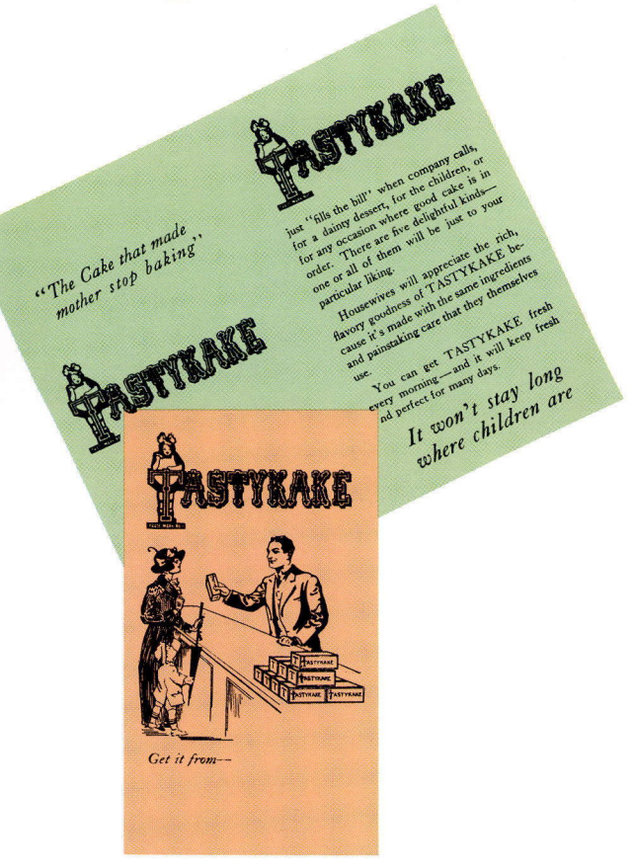
Tripple recalled that the system began to falter when some of the agents started running behind in their payments, and the company decided instead to hire the distributors and pay salary, commission, and car allowance, a system that remained in place for more than seventy years.

At first, the new system allowed the sales force to expand as far as Harrisburg, where H.B. Wolbert was one of the first salesman hired on the sales-and-commission basis. Before World War I, the country sales force spread out as far as Wilkes-Barre, York, and Hagerstown, Maryland.

Wolbert's description of his job and his delight in selling Tastykake come through vividly in the long but entertaining article entitled "From a Country Salesman," contributed to the *Krumbs* anniversary issue:

"On September 21, 1915, I was given the position as salesman by Mr. Taylor, who was the supervisor. He told me he thought the only thing that was in my way was my age. He was with me just five days when he said he thought I did not need him. He let me paddle my own canoe. For the first three months I used a horse and wagon, but seeing the possibility

P.J. Baur (right) with H.A. Tripple and Miriam Hipple at the annual Tastykake picnic.


"The Cake that made mother stop baking"
TASTYKAKE
just "fills the bill" when company calls, for a dainty dessert, for the children, or for any occasion where good cake is in order. There are five delightful kinds—one or all of them will be just to your particular liking.
Housewives will appreciate the rich, flavory goodness of TASTYKAKE because it's made with the same ingredients and painstaking care that they themselves use.
You can get TASTYKAKE fresh every morning—and it will keep fresh and perfect for many days.
It won't stay long where children are
TASTYKAKE
TASTYKAKE
Get it from—

Store cards from the earliest Tastykake advertising.

for TASTYKAKE I bought a Ford commercial car and am still using the same car.

"My first day's sales amounted to $17.22. Indeed, I thought I was *some* salesman. Of course, we had no Juniors, but business grew until I reached the high-water mark of sales for a single day, amounting to $275.28.

"There were on my territory, when I took charge, five other box cakes, but in less than one year they all disappeared. Since that time there have been seventeen different box cakes placed on the market here, but they have all gone except one.

"I have had strong competition both from local and out-of-town bakeries.

"I was amused one morning to see three large commercial cars lined up back of a truck preceded by a band of music, with twelve or fifteen boys on the truck, each holding up a package of a competitor's cake, crying at the top of their voices:

'We eat, we eat, we eat,
More ——— cake.'

"If I have been any success as a salesman it has been because of the fact that from the day I started until now I never asked a merchant what he wanted. I felt that the TASTYKAKE business was mine. There isn't a grocer on my territory who could tell how many cakes I leave on the average. I found that this method made me more careful as to flavors and numbers I put in a store and enabled me to keep stale down.

"I am a firm believer in judicious advertising. Every three months I carry into every store one of the blue Tastykake signs.

"If I have a hobby for selling any one particular cake it must be fruit cake. A few years ago, when we had a fruit cake similar to this year's, I sold up to Thanksgiving 5,544 pounds.

"Today we have eleven competitors selling to the grocery trade all varieties of cake. It is universally conceded that there is no other cake equal in quality to TASTYKAKE. It is a common saying among grocers, 'They come and go, but TASTY stays.' Why shouldn't it? I've never had a complaint.

An early advertisement for cupcakes.

A billboard with the Tastykake girl and the well-known slogan, "The cake that made mother stop baking." Billboards were a staple of Tasty Baking promotion into the 1950s.

Blue Tastykake signs were distributed by salesman to each store on the route.

"One of the remarkable things is that no one has ever complained of finding any foreign matter in a single cake such as nails, pieces of wood, bristles, etc., proving without a doubt that the bakery must be 100 per cent. clean and careful.

"Several years ago Mr. King and Mr. Shevlin spent two days here and cut off of my territory about 100 stores and put on car No. 2. Less than a year ago they dropped in to see me and took almost as many names from my list and put on car No. 3.

"The Company is now putting on in this territory a special billboard advertising campaign. In order to co-operate with them as I have done in the past, I have placed in every store in the territory one of the last window stickers sent me.

"Aside from that I have made a device by which I am placing my advertising matter with the goods on the counter.

"I have found in my nine years' experience that . . . placing advertising with the goods increases their sale. Mr. Register, who is now supervising Harrisburg, will see this worked out.

"As each new cake came out I had a small card printed calling attention to the new cake and setting forth its good qualities.

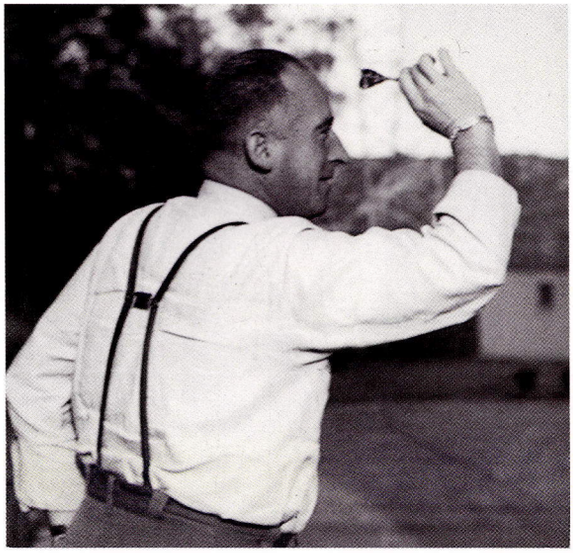
"Last summer I used these cards advertising sponge cake during strawberry season and increased my sales of that particular cake from 2 dozen to 20 dozen per day.

"The supervision we are receiving now is far superior to that in the early days, as the men who supervised at that time had little knowledge of what it means to run a route. But today the cream of the employees is selected to fill this position. They come to us with a full knowledge of the business and are always very helpful to me. I think we have the best bunch of supervisors we have ever had.

"I am still a young man able to sit up and take nourishment, past my sixty-fifth birthday on February 18th last."

Mr. Newlywed Has a "Sweet Tooth"
GIVE HIM
TASTYKAKE
"The Cake That Made Mother Stop Baking"
7 Kinds
TASTYKAKE
"The Cake That Made Mother Stop Baking"
Will help those on the road to health
Seven Kinds All Delicious

Two targeted markets: newly-wed husbands and sick children.



C.D. Wilkinson at an annual picnic.

C.D. Wilkinson first arrived at Sedgley Avenue to demonstrate the company's first Autocar, a product of Philadelphia's short-lived automotive industry. "To show the Autocar's great power," he recalled, "I took three cake racks filled with cake, put them on the truck and lashed them on. It sounded like a garbage wagon going over the cobble stones, but it sold the Autocar."

He later joined Tasty in the auto repair department, overseeing seven autos and thirteen wagons. "Between jobs of overhauling motors on a block and fall in the driveway," he said in *Krumbs*, "I used to chase extra cake to the salesmen in the special delivery Ford. Mr. Zimmerman, Salesman on Route No. 9, used to load up with a second supply, and, whipping up his pair of horses, give me a race. One of the New Jersey salesmen often used to get in for a second load about 3:30 p.m., load up and get back to Jersey, sell out and be back at the plant by 5:30. I also remember one of the city salesmen selling 2,200 Regular cakes in one day, which isn't at all bad." Eventually, Wilkinson became supervisor of the transportation department, and he enjoyed a long tenure with the company.

While the company was still small, management put on a yearly summer picnic at Burlington Island, which appears to have been quite an event. Baseball games, races, swimming, and diving all served to bring together the employees of the growing company.

The days were not without their problems, as *Krumbs* reported in reminiscing on the first picnic. "Tom Kelly treated the gang to an exhibition of high diving. It was a wonderful dive, but when he came to the surface, he found that he had left his false teeth at the bottom of the river. This cost the company quite a lot for a new set."

A Model T truck, loaded with Tastykake to capacity and then some. At the right is long-time employee Andy Grauel. The trucks complemented the fleet of horses and wagons.

Tastykake employees competing in a sack race at the annual outing. The picnic and other events at places like Burlington Island fostered a spirit of togetherness within the growing company.

A group of friends striking a pose to remember the picnic and one another.

DeHaven Kane joined the Tasty Baking Company in 1916 to work in the general office and retired 44 years later as treasurer and a member of the board of directors. He was the steady hand on the tiller for both H.C. Morris and P.J. Baur, providing a calm, thoroughgoing approach to the company's finances. He is also the earliest employee still alive on the 75th anniversary.

DeHaven Kane, now 94, pictured at his retirement home in Bucks County.

Kane and his wife, Minnie, who also worked for Tasty Baking, live today in a retirement home in Souderton in Upper Bucks County. The sharpness and precision that are recalled in every description of him are no less present today. He retired from the company in 1960 but maintained a close relationship with the Baur family, serving as a financial consultant and remaining a good friend.

With typical alertness, clarity, and analysis, he described the origins of the company in an interview in December 1988.

"They started out making a number of cakes: white, yellow, chocolate, raisin, molasses, and sponge cake. All of the cakes, except for the sponge, were baked in one pan. The cakes would be cut lengthwise and crosswise, which gave them four little oblong squares. They wrapped those at the plant, packed them in little square blue boxes with white lettering, sealed them, and sent them to market. The sponge cake was one-half of the slab. It was a square of the two other ones but flatter.

"I had worked with Harry Tripple at Henry H. Roloff's hat company in Philadelphia, and he contacted me after he began working at Tasty Baking and wanted to know if I wanted a job with the company. At the time, Gladys Cummings was H.C. Morris's secretary and Gertude Hobson was P.J. Baur's secretary. Mrs. Pershing had charge of the office, except for the sales, which I represented; and in about six to nine months she was replaced by Wilmer Smith, who was a good friend of the Baurs. He was there for a year or so, then I took over the general office.

"Morris was a salesman, a sales type. He undertook to distribute Tastykake. Phil J. Baur was just the opposite; he specialized in baking and manufacturing and built up the business there.

"Congenially, they got along excellently well. They shared everything. They divided the line between production and sales–advertising and sales was H.C. Morris; office and everything else was Phil J. Baur–and they never once crossed the line or took the other's authority. If there was ever anything that bothered either one, they would get together and talk about it and work it out, but neither would take responsibility across the line.

"They always shared the same office, one's desk on one side of the room, the other on the other side of the room, their secretaries alongside them, and they were all together. They could get up and meet any time of the day or night and talk to each other back and across.

"Carl Probst supervised all of the actual mixing and baking. He and Phil J. Baur built that department. The cakes were made by batches. The ingredients would be weighed out in code by girls in mixing, and Probst supervised the baking.

Kane (standing, third from left), joining his office mates in sampling Tastykakes. The photo was taken in front of the Sedgley Avenue plant, probably around 1920.

At his desk. Kane rose in the company to serve as treasurer and a director.

H.C. Morris and P.J. Baur in a moment of relaxation. The two men shared an office and a friendship throughout their time together at Tasty Baking Company.

Health Equipment For Sale

Having decided to spend this winter in the open, I will dispose of my sun lamp to the highest bidder.

My electric vibrator is also on the auction block. They are building a new home in my neighborhood and the blasting provides too much vibration as it is.

Will also sell my rowing machine. Have been rowing for years on it and never gotten anywhere.

My punching bag, slightly punch drunk, is for sale, too. I'm not mad any more.

Ditto for my boxing gloves. I will retain, however, the Indian clubs as affording more ample protection.

The weight pulleys will have to go. If I must practice this sort of thing, I can use the dumbwaiter.

And anybody that wants to come and get them can have my dumbbells. Why should I get all hot and bothered over a couple of dumbbells?

I am retiring from active gymnasium competition and I will swap my whole outfit for one hammock. And with the equipment goes my guarantee, and my sympathy. Let the other fellow work himself up into a lather; that's my slogan.

D. A. KANE.

A humorous column written by Kane for Krumbs, the popular employee newsletter.

Two views of the general office at the Sedgley Avenue plant. The sales board (below) tracked territories and salesmen.

"Every salesman followed the routine that H.C. Morris had established when he took a route. He would take out a load of cakes, and when he came back, he was accountable for that load. He had to have money or cakes. Any cakes that were stale, he had to sign for.

"The country salesman would acknowledge his load in the morning, the shipment he got that day, what he sold that day and what he had at night, and I would verify that and make sure. He would deposit the money that he would collect for his sales that day in a bank in that territory which we designated in our name. They would give him a copy of the bank deposit slip; that and his sales report would come in to me every morning. I would check his load and his receipts, the amount of money, the shipment of cakes that went out to him daily, and his acknowledgement of that shipment.

"Everything was done on a daily basis. The idea was to sell the customer, the storekeeper, only the amount of cakes that he could sell before the salesman's next trip, so theoretically when you went back, he was sold out.

"At first the salesmen brought back the cake that was stale. Later they developed the policy of destroying the cake in the store and giving a new cake or money, and I would verify that and give the salesman credit. At that point, no cakes came back to the plant.

"So my first job was to analyze those accounts and keep him in good account. If he was short, we would notify him and have him make a special deposit with a receipt. In the afternoon I would check all country shipments going out to these men before they went to the railroad station express yard, the trucks, or the boats. I would check all of those loads, making sure that those shipments went out to them.

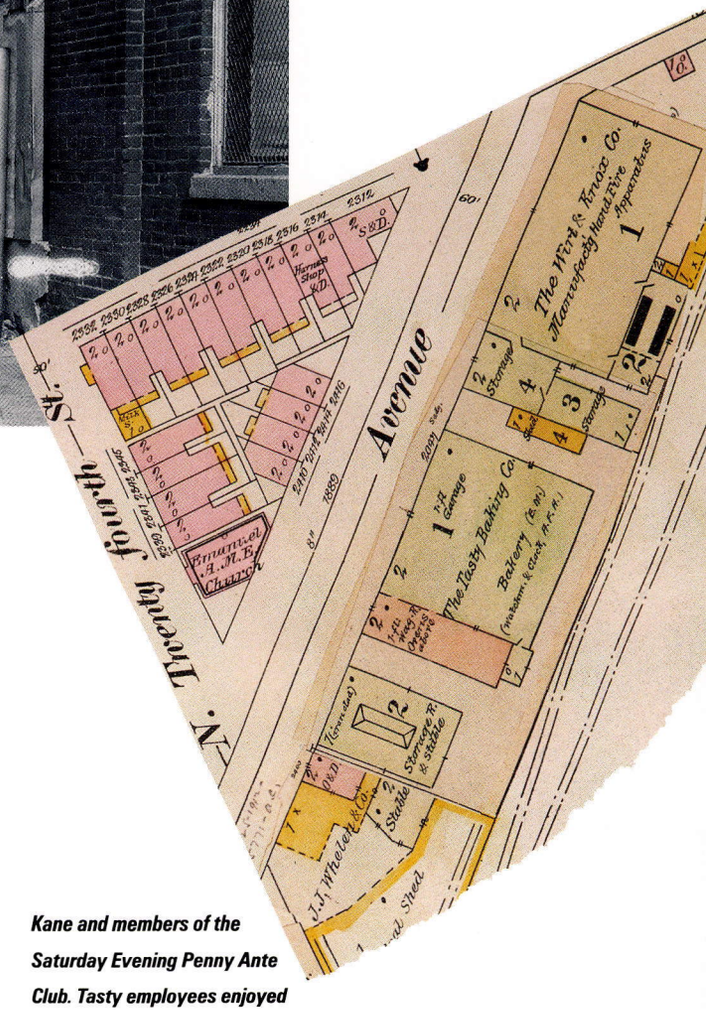
"When I took over the general office, all of that ceased, and I took up the daily business for the local salesmen. We handled the cash for the local salesmen on the same basis as we did for the country. Each night they'd have what they called the board sheet, the cakes that they had on hand, and they would be broken down into so many cakes for each number of routes, so the entire load was distributed the following morning.

"The board sheet became the basis of city sales. From that board sheet they would write up sales reports. A copy of that report would go to the salesman along with the cakes, so he could check his load order and keep tabs, and a copy of the report was kept in the general office along with the board sheet.

"When the local man came in, he turned the cash in to the cashier in the general office, so they were able to work out daily the whole status of sales, the loading and shipping, and returns if there were any.

"To reach the building on Sedgley Avenue, you would come up 22nd Street at York. You would go under the overhead tracks of the Pennsylvania Railroad, which came out of the North Broad Street Station just across the street. You'd be under a tunnel, and you'd turn the corner and turn on Sedgley Avenue, which was quite desolate.

"Across the street were a residence and one or two stores, and on the corner was a church with a Black congregation. The building had been



The first Tasty Baking Company plant, looking along Sedgley Avenue. The map, below, locates it among its neighbors: a few houses, some small businesses, and a church.

all burned out, and they rebuilt it. They built in big, round, rotary ovens made of fire brick, six or seven on the second floor and two or three on the first floor.

"On the first floor, one section was the office. A corridor went through the general office, and to the right was the officers' office. Back of that was Tripple's office, my office for a long while, and then back of that was the supply-room storage.

"At that part of the building was a door leading out to Sedgley Avenue, where a truck could back up and unload. They would truck the ingredients to the storeroom. If you'd keep going back, you went to the railroad siding.

"Upstairs was icing and mixing and baking. Baking had all of the ovens in one place, and that came right out into the icing and packing department, where the girls were located.

"There was another floor above that, not a full floor, that served the mechanical department and for a while as a storeroom. But with a small room like that and orders that were freight-car-loads of flour, we also kept a warehouse down at Dock Street, the Noble Street warehouse.

"Sedgley Avenue was a rundown neighborhood, and our place was the only active one there. Down a couple of buildings was another burned-out place that Tasty took over and revamped for baking and packing pies when we started in the pie business. Then in 1922 we moved up to Hunting Park Avenue.

"The company found that the sales development and the increase in new items created more and more a problem of room and time, ovens and forms to do the work and supply the market. At that time, Hunting Park Avenue wasn't developed very much beyond 25th Street. H.D. Budd had taken nearly all of the north side of the avenue with a siding, and there was some business on the south side.

"There happened to be a lot at 28th Street that went from Hunting Park back to the railroad, where it was a dead end. P.J. and his sources located this spot, and it seemed to be just right. The end of the lot was the Nicetown branch of the Reading Railroad, and he couldn't go any farther.

Kane and members of the Saturday Evening Penny Ante Club. Tasty employees enjoyed cards, fishing, and hunting trips together.

Rising from its frame, the Hunting Park plant, under construction and nearly completed, 1922.

"First they built what they thought was a good-sized plant, and they called it Number One Plant. It would take care of everything that was on Sedgley Avenue. It was four or five stories high, with solid concrete floors, walls, everything.

"When they had some of it ready to use, they built a couple of ovens. They started operations as soon as they could get one line and ovens running. Cliff Brierley, who had been a schoolteacher, came into production, and P.J. developed him into a production manager. He had started on Sedgley Avenue, and he was transferred up to Hunting Park Avenue. He took on production and was able to develop Juniors.

"When they'd load at night, the trucks would haul the products back to Sedgley Avenue for distributing to the city and country salesmen, until most of the plant had moved.

"R.J. Tschudy was the first advertising manager. He was somewhat of a go-getter, and H.C. liked him. When he moved south, Barclay Knight came in. He was the son of an Episcopal bishop, and he worked at Tasty through the 1950s. He worked alone, with only a secretary. It was not a very large office.

"I grew up in the office, especially as more activities were transferred from the plant to the office. A lot of the routines that were in production eventually came into the general office, such as cost control. I would use people in the office to gather information by contacting superintendents in the plant, and we became very friendly with them.

"A relationship developed between the individual superintendents and the company executives. We told everyone that if they or their employees needed any help, send them to us. If any of them had investment problems, they would say, 'Ask Kane. Go down to Kane.' I would go over their problems and suggest outlets to help them."

The Number One Plant, completed and thriving. The much larger operation enabled Tastykake to expand its product line and services dramatically over the next decade.

Eugenia Riddle at a banquet of the Mutual Benefit Association (M.B.A.), with (from left), C.D. Wilkinson, Jim Barrett, and H.C. (Cam) Morris, Jr.

Eugenia Riddle, known to everyone at Tasty as "Gene" or "Jean," was hired by DeHaven Kane in 1921 and went to work at Sedgley Avenue. Over the years she played an ever-greater role in the company; she and her colleague, Gertrude Eisold, managed Tasty Baking's ledgers for decades. She was memorialized through the years in *Krumbs* for her skills as a photographer, which were equalled by her love of travel. In later years, when the magazine began to award prizes for vacation photographs, the combination of exotic settings and skilled set-ups won her more than her share of prizes.

A native of Germantown, Riddle grew up in Philadelphia. Today, at 95, she lives in Bethany Beach, Delaware, where we spoke in 1988. She recalled the early days of the company:

"It was an old brick building, and it was very dreary. Mr. Kane interviewed me just for a few minutes, just standing in the hallway, and hired me for $20 a week.

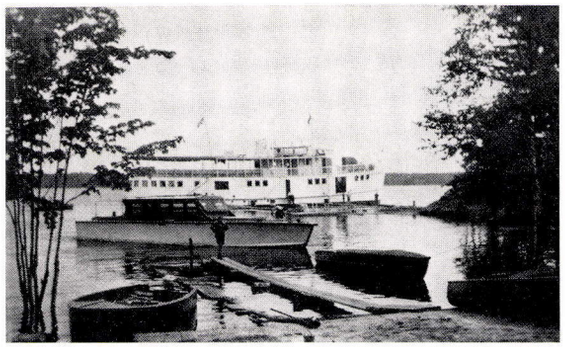
"At the time I think there were just three other girls and myself. One was Minnie, and she married Mr. Kane, and there was Alma Seel, Marian Ward, and me.

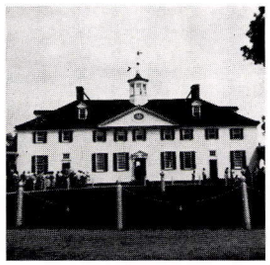
"The only people I knew in the plant were Miriam Hipple, who was in charge of the icing, and Mr. Probst.

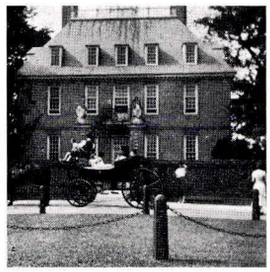
"One time, Mr. Probst decided he wanted a new car, and he had his mind made up on a Pierce Arrow. He went and looked at the Pierce Arrows. Well, here was this old German who looked like he didn't have 50 cents in his pocket, and so the salesman didn't pay much attention to him.

"He looked the cars over and said, 'I want that Pierce Arrow.' They said, 'How will you pay for it?' And he put his hand in his pocket and came out with $7,500.

"I worked for Mr. Kane keeping sales records. The president and vice president were just as friendly to us as if they were coworkers. Both Mr. Morris and Mr. Baur lived in Germantown or Mt. Airy, and I lived in Germantown. If I was still in the office when they were leaving, one or the other would take me home.







Some of Gene Riddle's prize-winning photographs from the vacation photo contest for Krumbs, taken during her many travels.

Riddle (second from right), with members of her lunch group.

"Mr. Baur always wanted to talk shop. Mr. Morris always talked about the opera and the orchestra and various other things because he knew I was interested.

"One day one of the girls and I decided we wanted to see the new plant, so we walked up on our lunch hour. We were just about finished, and we had to run like 60 to get back. Well, Mr. Morris came along and sent us in a truck. He was a doll, such a friendly soul.

"I know a lot of people who thought Mr. Morris was distant. I didn't feel that way about him. He talked about the same things that I liked, and then when you went out of the plant you were out of the plant.

"When we moved, we started cupcakes because they put in an electric oven to bake the cupcakes. Then we had associations with the factory; we knew the floor ladies and all the girls.

"I had permission to go up through the plant. I liked lemon Juniors. Juniors were sponge cake, made in slabs, and then they slit them down the middle, put the lemon in the middle and the marshmallow icing on the top, and then they sprayed them. Well, we didn't like the spray, so I would go up there and get the floor lady to take a chunk of this Junior, put a slab of lemon on it, put the back on again, and then goop on with the marshmallow. We'd bring it down to the office, and, oh, boy, was that ever good!

"We worked there because we liked to work there. Nobody complained. When you got a raise, you were raised so much a week. Well, I'll never forget my first $2 raise. I practically fainted. I found out one other girl got a $2 raise, too, because we were never late. Well, we thought we were kings and queens.

"I used to take the train to work, because I got trolley-sick. We worked forty-eight hours a week, including a full day Saturday. We never had more than two weeks vacation.

"I don't know how they take inventory now. I don't know how they know what they have. We carried out the costs eight places on one little cupcake, one little Krimpet. You had to tell them what the little thing was going to cost, and you made up a budget every four weeks. Later, I had to go trailing around the plant and talk to all the heads of the departments, what they were planning to do, what they were going to buy, what they were planning to repair. The sales department, which was then under Walt Clampffer, sent a budget of what they were going to sell, then we got the labor and everything all together and sent them an estimate of what the total budget would be and what each individual cake would cost.

"Then Mr. Kane decided that was too much trouble and we should drop it down to four figures. Well, you were out three and four hundred dollars at a throw. We soon went back to eight. They would come down, and if the budget was out from what the actual costs were, then they were on my neck.

"One time Mr. Kane wanted to know where I got my overhead figure, and it was the one time that everybody was too busy to cooperate. So I just thought I'd take some figure out of the sky, and I hoped and prayed I was right. And it came out almost exactly.

"Every fourth Saturday I went all through the factory taking inven-

tory, every solution they had made up, any sugar or any flour that was weighed. I went through the freezers even on hot summer days when it was 90 out on Hunting Park Avenue. There wasn't an inch of the plant I didn't know.

"Somebody said one time I was bossy and domineering. I asked one of the kids one day, and he said, 'You aren't bossy, but you're domineering.' I said, 'In what way?' He said, 'Well, the windows will all be down, and you say it's hot in this place, and everybody starts putting the windows up.' I was domineering."

The other half of the general office was managed by Gertrude Eisold. A child of the century, born in 1900, she looks ahead hopefully to seeing the year 2000. Miss Eisold, as she was known in the office, was recalled by Nelson Harris as the driver of Mercedes-Benz cars that outshone many of those driven by executives. A Mercedes still sits in the driveway of her bungalow in Bradenton, Florida, where she lives and entertains generously with her lifelong friend Emily Anderson.

Like Gene Riddle, Gertrude Eisold lived in an era in which her gifts could not adequately earn their reward; were she a young woman today, with her gift for numbers and the respect she earned from her colleagues, she would surely have an MBA and sit in an executive office. Nonetheless, she was the friend of artists and writers, led a cultivated life, and recalled her years at Tasty Baking with warmth:

"I was working for a chemical company that eventually became part of Monsanto, and Emily, her aunt, and a cousin lived in Philadelphia. They said, 'Why not come down for a visit?' So I quit, went to Philadelphia, and I loved Germantown. I thought it was heavenly there, a beautiful place.

"They got the paper and went through the ads, and we found quite a few that I could answer. I could have had three very good positions, and one of them happened to be the Tasty Baking Company. They wanted somebody just for two or three months to rewrite the equipment ledger. I took that, and I thought, 'This is great. I can go home for Christmas.'

"I finished the work in about two months, and I thought, 'Well, I can go home now.' I told Mr. Kane that I was quitting to go home for Christmas, and he said, 'If we let you have time off, would you come back?' And I thought, yes, maybe I would. My folks didn't like that so much; they wanted me to come back home. But Tasty had built the second building at that time, so they needed to hire more people.

"I was just so impressed with the people at Tasty Baking. They were wonderful people. I got to know Mr. Baur and Mr. Morris quite well. That's what started me there.

"At the time, Gene Riddle was there, Alma Seel, and a few others. There was a group that had started in the Sedgley Avenue plant, and they used to play pinochle every day. The rest of us would go out to eat.

"Everybody was in one room, except Mr. Kane had his inner-circle area. It was glassed in. Some were up against the wall or by the window–

Gertrude Eisold, now 89, with her constant companion at her home in Bradenton, Florida.

At her desk in the General Office. Eisold and Riddle served as the company's computers through the thirties and forties, tracking costs and revenues.

Eisold at her retirement, in front of the portrait of P.J. Baur, with Nelson G. Harris, with whom she worked from his first days in the company as an auditor.

we were by the window–and then in the middle were the file cabinets.

"My first job was working in the accounting department for Mr. Ambler. He had the general accounting and the cost accounting. Later, during the war, he quit to open a business of his own, so they made me supervisor of general accounting and Gene Riddle supervisor of cost accounting. I had charge of doing all the monthly statements, and I did all the income tax work.

"At first, everybody had to help every week to make up the payroll. They paid in cash, and we'd all put it in the envelopes. Some would put the change in, others would put the bills in, and we wouldn't close them up 'til we found that the money came out right. If the money didn't come out right, we'd have to go back and find out where the mistake was before we could seal them up.

"You had to stop your work, whatever you were doing. Each person would get a department, and each two people would make up each department.

"That went on for several years, then finally they started paying by check. Chuck (Charlie) Flowers would go out front and cash checks for the people that wanted them cashed.

"Mr. Kane was a very, very fine man. He was very exacting; everything had to be just so. I think he earned whatever he got. I think he was a wonderful man. If it wasn't for him, I probably wouldn't have stayed there that long.

"When he retired, Mr. Harris came. He was the son of the auditors, and he started out doing our audits. He was quiet, and he'd tend to his business. Of course, I had a lot of questions to answer because of my position, but we never had any trouble. I did all the federal tax work, too, and they never found anything wrong, either."

The first issue of *Krumbs* appeared in January 1917. The magazine was digest-sized, a collection of articles for and about employees, from profiles to reports of successful salesmen, from jokes and cartoons to advice on improving performance. The first editor was R.B. Tschudy, Tasty Baking Company's advertising man. Tschudy left to serve in World War I, then returned to the company briefly before leaving the Delaware Valley. Later, the editorship fell to Gladys Cummings, Morris's first secretary, and then to Barclay Knight.

The magazine announced itself in this manner:

"This little sheet will appear semi-occasionally in the interest of all employees of the TASTY BAKING COMPANY. If at times you think it steps on your toes, accept our apology in advance. It's object is to help each employee to a larger position and better wage. By helping you we help ourselves. If you have any ideas as to how you can do better work, do not hestitate to tell us about it. We will consider and thank you for them."

Until the 1950s, the magazine was a hodge-podge of material, covering the people and products of the company with a whimsical touch but occasional seriousness bordering on zeal, as in this article, entitled "How They Slip By," from the first issue:

"Are you sure that every possible place where cake can be sold on your route has been searched out and covered? Many times, where you'd least expect it, there is an outlet for many dozen.

"The other day the 'phone rang and we were asked to quote a price on five hundred cakes. The battleship 'Michigan' was leaving for other ports and wanted this many cakes to give her crew a 'treat.' That recalls to our mind that at League Island there is a Marine Barracks housing about twenty-five hundred men. The sale of cakes and pies to soldiers and sailors is out of all proportion to their number when compared to civilians. There are usually five or six battleships at the Navy Yard. Each boat has a crew of approximately five hundred men. Their Canteen (the place where the men do their shopping, where they buy their additional food, tobacco, soda, candy, etc.,) can use TASTYKAKE. If TASTYKAKE is not sold there it is OUR FAULT.

"The Navy Yard at Portsmouth, Va., buys from one to five hundred cakes per week. The barracks there buys about the same number, and yet we have only had one order from League Island.

"Think of every possible chance of sale you have on your route and DON'T LET THEM SLIP BY."

A typical cartoon from Krumbs. The company publication strove to entertain as well as inform.

The Tastykake girl and the familiar logo served as the title plate for the magazine through most of its history.

This rather unsubtle pitch to the sales force is followed by a sort of riddle, one that pinpoints the enduring enemy of the Tasty Baking Company:

"I have caused men to lose their jobs.
I have ruined reputations.
I have caused a decrease in business.
I am disliked by grown-ups and children.
Whatever advertising has been done for me has been wasted.
Everywhere I go I am unwelcome.
I cause additional work and finally I am cast aside.
With a little care I could have been avoided.
I AM A STALE CAKE."

If *Krumbs* existed to maintain morale and enthusiasm, it also provided a means through which employees of the growing company could learn about their colleagues. In that manner, *Krumbs* served as an ongoing historical journal, memorializing the activities of the Tastykake family and putting them in context of the world around them.

For example, the June 30, 1917 issue of the magazine announced Frank J. Masterson as the first Tastykake employee to join the service in World War I and reported a ceremony in which the employees gave the company a flag to fly "to show continually to the world the spirit of patriotism that is embedded deeply in the heart of each employee."

Later, the magazine printed Masterson's letters from the battlefield and reported on the other employees who left to serve, such as Tschudy and Kane.

In March 1918, the magazine implored employees to save food, for "every pound of food you save goes abroad," and reminded them, "The Hun is at the gate." Over the following months, an avid pitch for Liberty Bonds was rewarded by Tasty employees with typical generosity, a 76 percent response.

Later that year, the postwar epidemic of influenza, the worst in our nation's history, began to take its toll in Philadelphia. *Krumbs* reached out to employees, instructing them to "speak to any MAN, WOMAN, or CHILD who sneezes or coughs without covering nose or mouth *with handkerchief*. They are *dangerous*. Warn them! Caution them!"

A bit of satire from Krumbs...

Where They Go

Statistical Report 31yy-1-B

Uses of Paper Clips, per	100,000
Pipe Cleaners	3,327
Emergency Garter Clasps	3,709
Homemade Key-rings	2,425
Substitute Suspender Buttons	1,730
Picking Locks	1,060
Cleaning Typewriter Type	4,294
Lingerie Clasps	5,306
Toothpicks	2,095
Lapel Ornaments (Juvenile)	1,920
Nutpicks	1,863
Blackhead Removers	1,428
Necktie Clasps	1,607
Hairpins	5,143
Fingernail Cleaners	5,031
Cleaning out Fountain Pen Feeds	1,426
Wiring Down Corks on Home Brew	7,829
Button Hooks	7,345
Bobbed Hair Restrainers	14,759
Non-skid Devices for Ladies' Belts	2,550
Repairs on Typewriters, Fans and Pencil Sharpeners	3,237
Mosquito-Bite Scratchers	17,363
Ear Reamers	2,926
Clipping Papers Together	627
Total	100,000

(Correct) E. C. Klingensmith, Efficiency Expert.
(Approved) W. Clampffer, Supt. of Stat.

... and a cartoonist's tour of Philadelphia. Pieces like these enlivened the magazine's pages.

The Mutual Benefit Association Banquet, 1931. The event provided employees an opportunity to meet their counterparts in other departments.

On a lighter note, *Krumbs* always assiduously reported the events that brought employees together, such as the annual picnic at Burlington Island, which that year featured foot races, sack races, spoon races, even a box-folding contest.

In the winter of 1918 it became the medium through which the company employees set up the Mutual Benefit Association, which continues to flourish seventy years later. The article promoted protection against accidents or unexpected death expenses, and a voting card was enclosed. The proposal passed, and seventy years later, the M.B.A. still offers activities and support for employees. Typically, at the outset, the contributions of the employees were matched by a $300 gift from the company.

Of the two sides of the company, sales played a greater role in the pages of *Krumbs*. After all, the formulas and recipes were secret; also, the sales force ran on adrenaline: properly inspired and enthusiastic, salesmen could rely on their gifts to pass the product on to the grocers.

A box-folding contest at an annual picnic. Employees showed off their job skills to friends and family while enjoying a carefree afternoon.

The first Tastykake wagon was, of course, horse-drawn. Over the years, the company has tried nearly every mode of transportation, from the earliest Ford trucks to electric cars, to trucks of all other makes. In addition, Tasty products moved by rail and by ship to the distant reaches of the company's sales map: to Western Pennsylvania, New York, and Virginia.

C.D. Wilkinson was charged with responsibility for the vehicles, whatever their type, in the Tasty stable and garage, and he often reminded the salesmen of their need to care for their transportation. In a *Krumbs* article entitled "Look Out for the Horse," he gave a few tips on the needs of horses in summer.

"Before our next issue we will have had some warm weather. As an ounce of prevention is worth a pound of cure any time, the following suggestions are made, not only from humanitarian motives, but because, with your horse in good condition you can do better work, which means 'fatter' envelopes, which in the end is what interests you.

"Give the horse a little water many times a day when the heat is intense, but not when he is overheated. If you want to keep him well, don't water him for two hours after he has eaten. When the sun is hot and the horse is working, let him breathe once in awhile in the shade of some house or tree; if you have to leave him in the street, leave him in the shade, if possible. Anything on his head, between his ears, to keep the sun off, is bad for the horse if the air cannot circulate freely under it. In the fly season, cover him with a fly net when he is at work and a fly blanket when standing. Turning the hose on him is a risky thing to do unless you are looking for a sick horse. Spraying the feet and legs, if he isn't too warm, is agreeable to the horse. Sponge out the horse's eyes and nose when he comes in tired at night, and also sponge him with clean cool water under the saddle and collar of his harness."

Tastykake driver/salesman, Sheldon Thacher, with his wagon, his horse, and some customers. Horses were vital to the company's success, and they were given great care by the drivers.

The trademark Tastykake horse and wagon, a familiar sight on the streets of Philadelphia. The last horse was retired in 1941.

Joe Shilling, who joined Tasty Baking Company in 1926, was the earliest Tastykake salesman available for an interview on the 75th anniversary. The son of a master artist whose stained glass graces the windows of churches throughout Philadelphia, Shilling may have been the safest driver in the company's history, winning endless commendations for his accident-free career. His good cheer and sense of humor explain his success and longevity with the company.

Though traditionally good salesmen moved to supervisory roles, Shilling chose for financial reasons to keep selling; he was too good at what he was doing, and he didn't seek any change. He lives today in Lafayette Hill, where we discussed his 41 years on the Tastykake routes.

"In 1926 I went over to Budd's looking for a job. At that time, I was 21 years old. They kept sending me around from one gate to another. I finally opened the envelope they had given me, and it said, 'Send this kid over to another gate and keep him running.'

"Mr. Budd was right next door, and I took it to him. He said he couldn't believe it. He called all these guys from the different gates, stood them up against a wall, and said, 'You can have any one of their jobs that you want.'

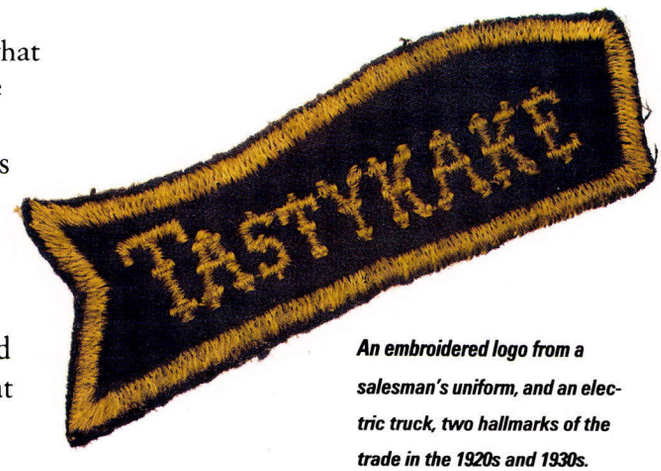
"I said, 'I don't want to work for a firm that has people like this.' I walked around and I came to Tastykake, which is practically next door. I told the employment manager what happened, and I guess he felt sorry for me because he told me to say on the application that I was 23, because they couldn't hire me for a route if I was 21.

"After I was there for about three days, I was in the back of a truck, and someone came up to me. I didn't know who he was, but he introduced himself to me as Mr. Baur.

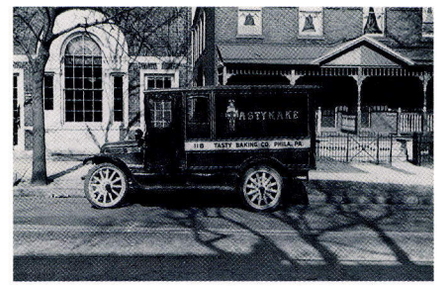
"'I'm the owner of Tastykake,' he said. 'I don't know how long you're going to work for us, but I'll tell you something that you'll never forget. We make a good cake, but remember, it's only good when people eat it.'

"We used to start at 5 o'clock in the morning, and the company never docked us for being late, but we got a bonus of 35 cents a morning for being on time. That was a good incentive of two dollars a week, because we worked six days.

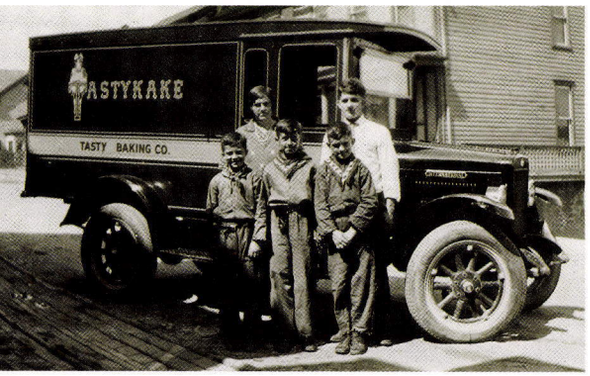
"It was always a very good company to work for. I never lost any time off during the Depression; I worked every day. Every time I'd stop the truck, people would come over and ask for stale cakes.



An embroidered logo from a salesman's uniform, and an electric truck, two hallmarks of the trade in the 1920s and 1930s.



Two awards won by Joe Shilling for safe driving. The Tastykake salesmen were noted for their driving skills, within the community as well as by their supervisors.



Local kids hanging out with their favorite delivery trucks.

"My route was in Southwest Philadelphia, and I kept the same route for forty-one years. The kids grew up and got married. One day a little girl came running across Woodland Avenue, and she said, 'That's my father over there. He remembers you serving cake on Woodland Avenue when they had streetcars.' I knew the fathers, the grandfathers, and the grandsons.

"When I started, I drove one of the original Model T trucks, then I had the electric truck for a good many years. They used to tow us out to the route, and then we could pretty near make it. I used to put the electric truck on the trolley tracks at 29th and Girard Avenue. I'd start it down the hill, and then I'd wait till it started up the hill; then I'd run out in the back just to give it a push.

"On those electric trucks, one side was all open. There were no windshield wipers. The windshield was cellophane, and there was cellophane on the side. When it would snow, you'd carry the broom with you, get out every two squares, and brush the snow off. Then when you had to work out the back, you'd come out, and the snow would get all in the side of the truck. It would get really rough.

"But the electric cars were cheaper. They cost only 15 cents a day to charge the batteries to run them."

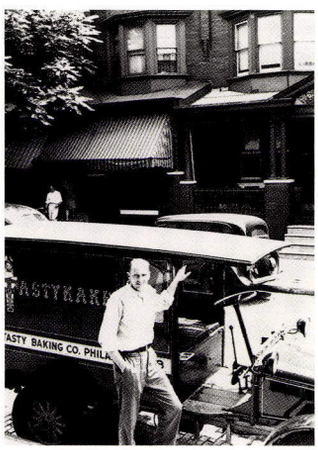
Wilkinson wrote the following article, entitled "A few points on operation of Electric Cars," for *Krumbs* in 1924. It illustrates the difficulty of handling the electric cars; it is difficult enough just trying to understand the instructions.

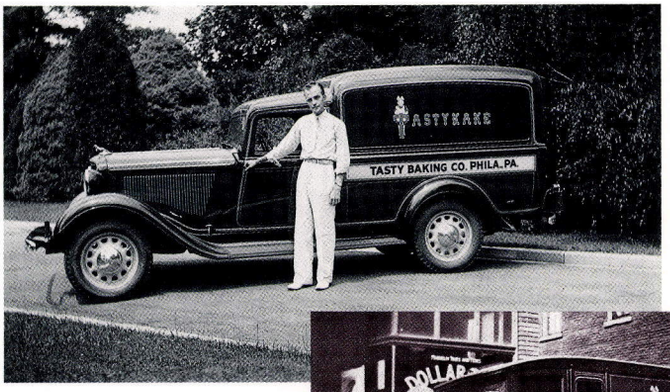
"When you are all ready to start out be sure the controller is in the neutral point before putting switch plug in the switch, for if somebody had moved the lever while you were away from the car and you just stuck the switch plug in, unless the brakes were on good and tight, the car would jump and do quite some damage; also, if the controller lever was on a couple of points, or even one point, and you put the switch plug in, and the brakes held the car so it couldn't move, then the current that was trying to move the car would set up resistance, and, if not discovered in time, would set the car on fire.

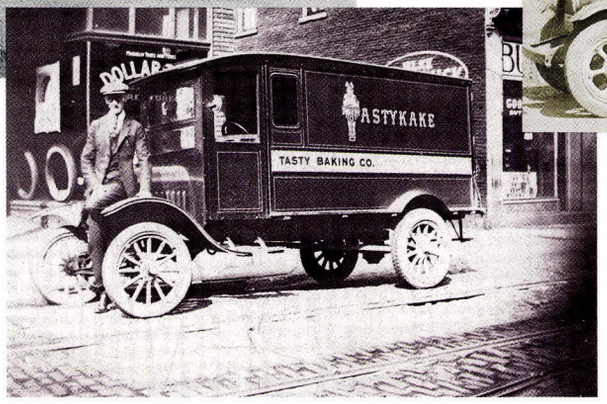
"It is also just as important in the operation of the car to have both brakes fully released when you are running, for we have had calls from some of the drivers that their cars had no power, and when we arrived on the scene found that the emergency brake was on; also, if you drive with your foot on the brake pedal, just be sure you don't have too much weight on your foot, so that you are pushing the pedal forward, causing the brake to drag, as this would eat up your current.

"Then, in operating the controller lever, and this applies only where you are putting on power (not when you are taking it away and going into the neutral point), be sure to make a positive shift; that is, to go from one point to the next higher point and make a full connection, not just touch on the edge of the point, but to feel the level go all the way into the notch,

Frank Horahan, a longtime driver/salesman, with an early Ford delivery truck. These trucks began to displace the horse-and-wagons as the company and the city grew in the 1930s.







A sampling of the many trucks that served Tastykake driver/ salesmen over the years. Upper left is the legendary and door-less electric truck. Lower right is the famous Model T, a version of which can still be seen at the company's special events.

Storekeepers, outside and inside, with their supplies of Tastykake. The product line quickly became a familiar sight in grocery stores, delicatessens, and restaurants from New York to Harrisburg to Baltimore and throughout the Delaware Valley.

A Tastykake tow truck. The garage was prepared for all eventualities, since engines broke down more frequently than horses.

and don't shift too fast; give the old wagon a chance to pick up, for you will find you can't jump into your fastest running speed right from a standing start.

"One of the biggest factors in conserving power is to coast, and by so doing you can cut down on the cost of operating your car considerably. There are any number of places that you can coast, on all down grades and in coming to a store; with a little practice you can find just the right place to shut off your power in order to coast up to the store. Try this out and take the readings of your ampere hour meter and your odometer each morning and night, and see if you can decrease the number of ampere hours used to go a mile."

John Enright joined the company later, in the thirties, but had the experience of driving the electric cars. Enright was happy to move over to Camden as a supervisor, since Jersey drivers had only motorcars. We spoke at his home in Leisuretowne in New Jersey.

"My very first route was in South Philadelphia on route 64, and I had electric truck 122, the biggest, strongest one they had, thank God. In snowstorms, you had to be pulled in by the motor-vehicle truck. They would chain three or four of them together and pull them through the streets.

"I had one tough experience coming down Fox Street on the hill. The only thing we had on was one little chain that wrapped around, and the brakes were only back-wheel brakes. I had been taught by some of the other guys who were a little longer in the business that if you have a real problem, put it in reverse. Mechanics don't like it because you burn the points, but that is the way to stop quickly.

"I was coming down the hill, I did all those things, and I turned completely around, right down into Hunting Park Avenue, scared to death. There was no traffic. I was just lucky. I proceeded to turn around and get it in.

"The electric cars had a series of batteries, and they had four speeds forward and one reverse on a stick that stuck up, and great, big, ugly-looking pedals. One pedal was only for brakes, and it had a great, big ratchet on it that stuck out an inch between each ratchet, so you can imagine that when you pushed down on that, what it was like.

"On the side of the fender, it had one of the old Ford horns. Then they had a series of batteries that was under the seat. The company was always fussy about their equipment, so when you brought it in at night, you would have to come in and pick up your pad, which was maybe two feet wide by four feet long, to cover the truck. You would hang it on there, so that when they brought the equipment to recharge it or at night when they brought in your orders, they wouldn't bump the back of the truck with the trays, which were behind each truck.

"They ran well, and mine lasted the whole day. Some of the other guys would have to be pulled in during cold weather because they'd run out of juice.

"When you were coming in, and you were riding along at five, six, seven, eight miles an hour, you would meet some of the horsing teams. If you'd try to pass them, they would get the horse to go, and you couldn't pass."

John Keegan, who was a supervisor of Philadelphia sales, had the opportunity to ride on each type of Tastykake truck. Talking with me in his home in Leisuretowne, he recalled the pitfalls for the drivers.

"The wagon for the horse-and-wagon had a little step in the back so you could unload from the front or the back. Every once in a while you would see some kid run up and steal a ride on the step. So when you were riding with a salesman on a horse-and-wagon, you were always looking at the windows on the stores to see who was in back of your wagon, to see if some kid wasn't hitching a ride. The supervisors every once in a while would see that happen. By the time the kid went by, you had him by the seat of his pants. He never knew what the hell hit him.

"The horses were a dear. The horse is a creature of habit. They knew every stop. Any supervisor could drive a route that had a horse-drawn vehicle and not even know where the place was, because you just turn the horse loose on 29th, Allegheny, or whatever it was, and the horse took you to the right place.

"There would be vegetable stands across the street from some stores, and the people in the stands would come up with a carrot or something like that. If they came up with it while the salesman was in the store, when he came out he'd find his wagon and the horse over at the vegetable stand.

A horse-and-wagon on its route. Horses quickly learned their way and went to the right places.

A general store in Ephrata, Pennsylvania. This well-stocked emporium was typical of those served by the country salesmen around the region.

"Electric trucks had a flat key. The salesman was supposed to take it out, but it was long, and you didn't know where to put it. Once in a while they'd leave it in the well, but most of them left the key in the truck. Some kid would come along, and he'd just be playing with it, and you'd see the truck going down the street. Somebody yells, 'Hey, Tasty! There goes your truck!' Then you'd see the salesman running after it. The kid by that time had jumped off, but usually it happened on streets where there was a trolley track, and the car would ride right in the trolley track.

"When the horse-and-wagon would come in at night, instead of staying on the right side of the tracks, the horse would pull you over the tracks because it was easy pulling.

"During the Second World War the electric trucks went out; they just quit building them. The horses wound up on farms; a couple of riding establishments bought them. They were first-class animals."

Woodland Avenue at 66th Street, 1921. The corner store was a staple of Philadelphia life, and the city salesmen stocked them all with Tastykake.

Louis Rodriguez, Jr. and Sr. From the time Louis, Sr., joined Tasty Baking Company, they have given more than 63 years of continuous service and 80 years between them.

Louis Rodriguez retired as the Tasty Baking Company's first fifty-year employee. After a brief turn in the general office, he spent the rest of his career in the shipping department. In that role, he, too, dealt with the Tastykake wagons, cars, and trucks.

Even more fascinating than the description of the job he did for most of his life is his loyalty to the company. Tasty Baking Company was a good place to work, for Lou as for his brother Tony, so today the Rodriguez family is represented by Lou's son, who works in shipping, and the family service to the company is a continuous 63 years. He still lives, as he says, within two squares of Tasty, as he has all his life. We talked at his house in Wissahickon.

"In 1926 I went over to Tasty Baking Company and was hired at the age of 14. I was interviewed by Mr. Flowers, and I went to work in the office, where I stayed for a year and a half. In 1928, when I was 16, I was able to go in the shipping room.

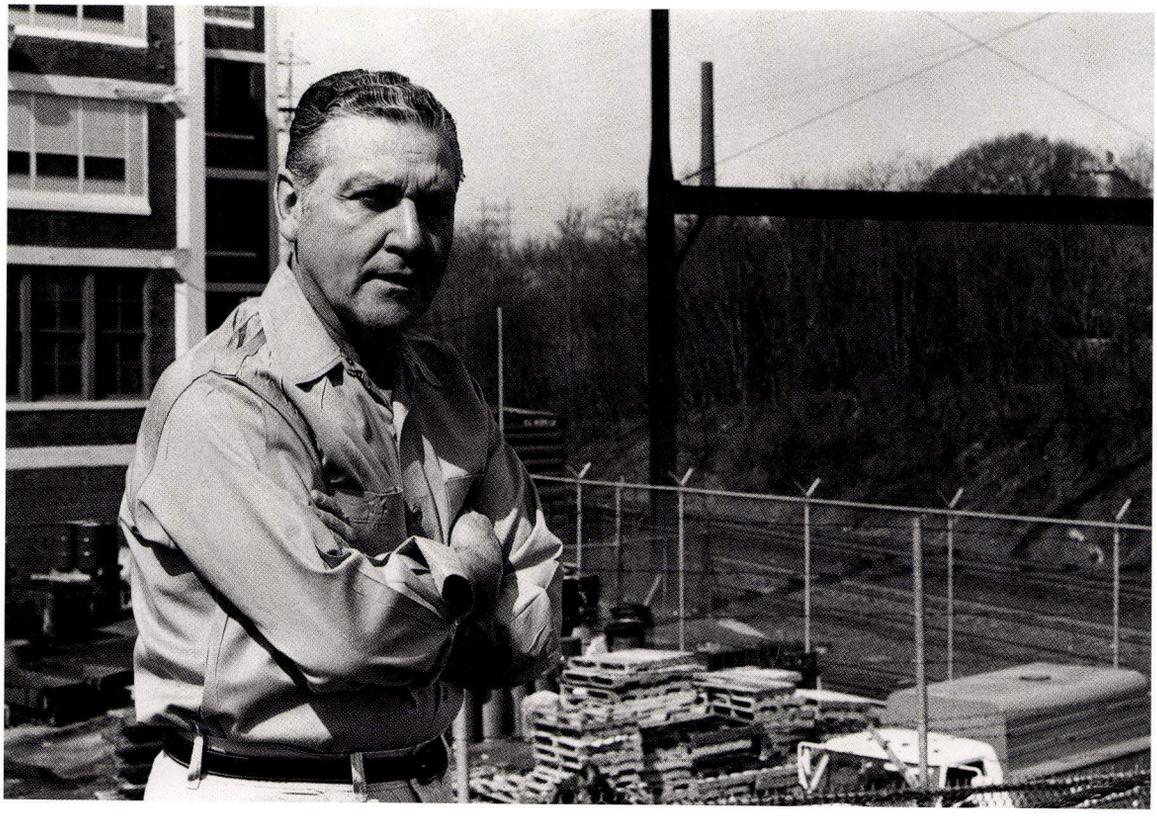
One of the medals awarded to Louis Rodriguez, Sr., for his longevity at Tasty. He was the company's first and only fifty-year man.

The company baseball team. Rodriguez was a fixture on the Tastykake diamond.

"I went to Tasty Baking because I lived right across the street, at 3216 North Dover Street. I was working downtown in a printing and lithographic place, and my mom said to me that she didn't like the idea of a fourteen-year-old boy going downtown by himself. She said, 'Why don't you walk right across the street?' I went into Tasty Baking, and I never regretted it a day in my life.

"I really only had a limited education. I only went to the seventh grade. It was around the time of the Depression, and things were pretty bad. I had intended to go into the navy, but then things went bad at home, so I stayed at home to help my parents. I never regretted it.

"At the age of 14 you couldn't work around machinery at that time; you had to be 16. So when I became 16, I went into the shipping room. They wanted me to stay in the office, but I didn't have the education to stay there. Also, I was scrawny, and I wanted to build my body up. The best



Louis Rodriguez (left) outside the plant in 1974. (Above), an M.B.A. Banquet Committee. Rodriguez (far right) was a longtime member.

place would be to go somewhere where I could start lifting things. After I got into the shipping room, I started to get strong.

"Where I worked I used to go out in the autocar. We used to take the cake to the freight stations. We shipped cake to Wilmington by boat on the Wilson Line. We shipped to Baltimore by the Erickson Line.

"The Wilson Line boat would stop in Chester; then it would stop in Penns Grove, New Jersey, and then go into Wilmington. At that time, there were hardly any big trucks around, so we used to take the cake to freight stations and railroads, and they would take it upstate.

"I was there when they had the horse-and-wagons. I was there when they had the electric cars. I was there when they first got their Fords and Dodges. It was quite an experience. We were working on the shipping floor in the morning. In the afternoon as the salesmen would come in, we would wash the cars. We washed them every day. It was all hand work.

"I used to grease the fifth wheel on the wagons, where the horse would do the turning. Those horses were so well trained that they would go down to the stable by themselves. They were all dapple grays, nice animals.

"The shipping work would be done by sometime in the early afternoon, and then we would take care of things like when the horses would come in and help the salesman set the wagons up so they could be loaded up during the night. The horses were kept where they have the garage now, down by the railroad.

"We used to keep those trucks really nice and clean so that everybody used to admire them out in the street.

"Mr. Wilkinson was in charge of shipping. He was a nice guy, too. Since he's passed away, it passed over to Ed Green and then Tom McGuigan and then Larry Fitzsimmons. I always had good employers.

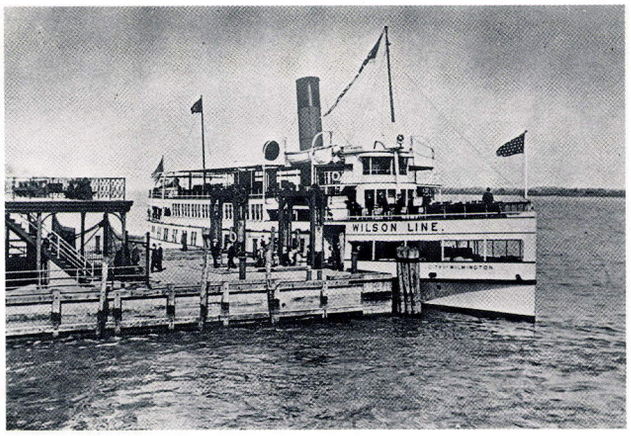
"I got my grandchildren weaned on Tastykake. My son works there in the shipping room; he's just put his 29th year in this past September.

"We would take the cakes off of a conveyor, and we'd set them up on the floor. Later on we weren't allowed to put them on the floor; it was against health rules. We would set them up in a different way. Then we started to make the change from the palletizing. When they started depalletizing, that's when Tastykake started really getting the show on the road, as they say. Things started to really move. Years ago, everything was handled by hand. It used to take a long time. But now you go over with one of these forklifts; the load is already made up, you just set it right on the tractor, and the tractor's gone.

"The loads are made up by the men on the shipping floor. Each day they'll have these papers that they work off of to set the loads up. The forklift comes along after they are done and just ships it right out.

"They gave things out every five years to their employees, like jewelry of some kind. I got a couple of diamonds from them. I had a beautiful ring made for my wife with the diamonds I received.

"It's hard to explain, but it had a family oriented type of a plan. It was funny, like everybody seemed to be related to each other. If your mother and father worked there, sooner or later maybe the son and the daughter will work there, and that's how they passed it along."



A Wilson line boat of the sort used by Tasty Baking to ship cakes to Wilmington.

Rodriguez receiving his fifty-year medal from Paul Kaiser, while the board looks on proudly.

The general office at the Hunting Park plant. In these offices, Norma Deess worked for Walt Clampffer, before she became secretary to H.C. Morris.

Norma Deess was secretary to Herbert C. Morris and, other than his son Edward, probably closer to him and to the Morris family than anyone now alive. As he did with many other of the company's long-time employees, DeHaven Kane interviewed her for a job at Tasty Baking Company, and she remembers him warmly and fondly more than a half-century later.

Today she lives in East Oak Lane, not far from where she grew up, on a quiet, tree-lined street. Her memory is sharp, and her phrasing impeccable. More than anything, she reminds us how well Tasty Baking hired and how it maintained long-term employees by offering the perquisites of a pleasant and collegial working environment.

"I first started at Tasty Baking on January 28, 1929, and the reason I went there was because one of the teachers at my school, which was Germantown High School, sent me there for an interview. She told me it was a good place to work, and that I would be wise to go and have an interview and listen to what they had to say.

"At first, I was interviewed for what they used to call the board sheet in the country sales department, but that position did not appeal to me. I wanted to write letters, I wanted to take shorthand, and I was not about to sit at a phone and take orders and tell people in the baking department how many cupcakes the salesmen wanted. So I didn't accept that position.

"I went back and told the teacher, and she called me a little fool and said that I should go back and take that position. So I went back, but I did not take that position.

"That time, Mr. Kane interviewed me. He was then, I would say, head of the general office department. He offered me a stenographic position in the general office, and that suited me a little better, so I accepted.

"The office was very different in those days. As you went up the stairway, you came into the lobby, and there was a receptionist's desk. Behind the receptionist's desk there were a couple little steps, and the telephone operator was in a little booth over these steps. A man by the name of Mr. Flowers, a very lovely older gentleman, was the receptionist. He had charge of the office boys. At the other end of the lobby was another little room, and in there sat the office boys.

"At that time, which is not true now, almost every desk was equipped with a button. When you wanted something delivered, you just pushed the button and an office boy appeared. Of course, I was very timid, and I was not familiar with the business world at all, and it amazed me to have a boy appear at my desk and ask me what I wanted. He came around the second day I was there and stood at my desk and said, 'Stationery,' and I had no idea what he meant. So I said, 'Ask her.' I did not know that this was a procedure at that time, that a boy came around every day and asked you what you needed in the way of stationery. Of course, I had no way of knowing that.

"As you went through the lobby, you went down a hall on the one side of building, and on the right-hand side behind the lobby and the receptionist was the office of the advertising manager, R. Barclay Knight. In the next office was the purchasing department, and I think at that time there were only two men and two or three girls there.

"Beyond that larger purchasing office was a small office occupied by Mr. Wessels, who was the head purchasing agent and also sort of a general manager, somebody who Mr. Morris and Mr. Baur counted on very heavily.

"Beyond Mr. Wessels' office was what they called the executive office. At that time it was one big room with a long table in the center. It was not a thing of beauty at all, but as Mr. Morris told me, 'This is a workplace.' It was not supposed to be beautiful. On this long table they had this very pretty bowl in the center, and that was the dividing line between Mr. Morris and Mr. Baur. They shared the same office, because they were the founders of the company and they had always been together. As Mr. Morris told me, he could never expect another business relationship such as he and Mr. Baur enjoyed.

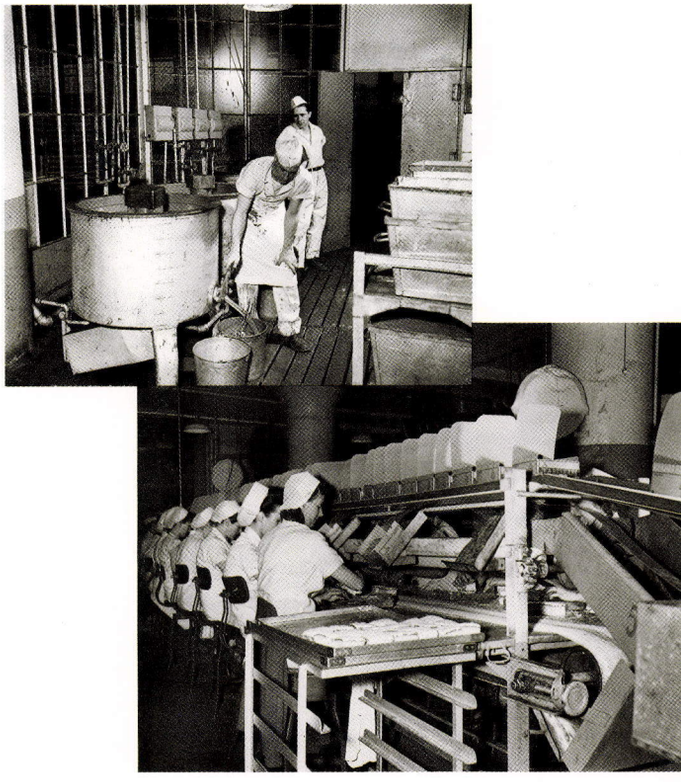
"At that time, one secretary sat beside Mr. Baur and one beside Mr. Morris, and there was a little office outside of the executive office where the assistants to Mr. Baur's secretary and Mr. Morris's secretary worked.

"The general office was in the other direction. If you came out in the lobby in the other direction, you went past the sales office. At that time there was a country sales department, a general sales office, and a city or local sales office. Then you came into Mr. Kane's office–he had an office to himself–and beyond Mr. Kane was this large general office.

"At that time, we had all wooden desks. I suppose each desk had a large drawer on the right-hand side into which fit a metal box. That was your file, your working papers; and at night, the people who had the most important ones got up and put these tin boxes into the safe for the night. We had a couple of big safes in the general office. I sat not too far in front of Mr. Kane's office. At that time Mr. Clampffer was an office manager. The girl who was to show me the work was Alma Murphy, who later became Alma Vitt. She was about the first person that I ever had contact with who showed me what to do.

"Three ladies who sat way up in the corner of that general office comprised what they called the cost accounting department. This would amaze

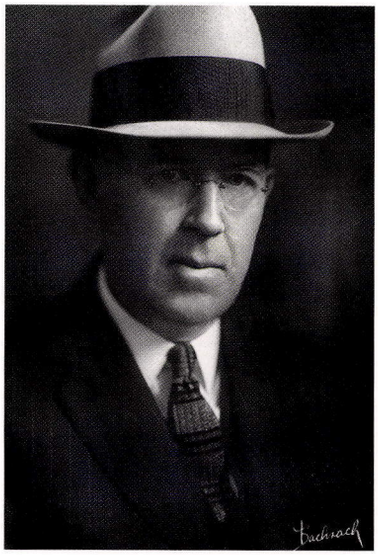
The packing department takes a photo break for Krumbs.



Two Tastykake processes, mixing and wrapping, in the days before automation.

the people today, I'm sure. Those ladies sitting up there were Miss Ward, Miss Seel, and Mrs. Kelly, and one of those ladies was to bring me a sheet of paper at the end of the day, which we called the percentage of culls, and that was handwritten on an 8½ x 11 sheet. I had to put a small, narrow sheet of paper in the typewriter and condense what they had written on an 8½ x 11. Of course, this almost floored me.

"This did not come back to me until about 4:30 in the afternoon. I was struggling with it, and I heard everybody getting their tin boxes out of their desks and walking over to the safe and putting them away, and I thought, 'I guess it's time to get ready to go home. But I can't go home; I'm not finished with my work.' Mr. Clampffer saw my predicament, and he said, 'We quit at five o'clock.' And I said, 'But my work is not finished.' And he said, 'Are you coming in tomorrow?' And I said, 'Yes, if you want me to.' He said, 'Put it away until tomorrow.' I assumed that I had to do everything the minute somebody gave it to me to do.



Herbert C. Morris.

"That was my first day's experience. Of course, in addition to that, at that point I had a lot of typing to do. Almost everybody who had something to type brought it to my desk. So I worked on some certain reports. We had things called route sheets, which they brought to me to be typed up, and I think I did some figuring in order to type the sheets. You typed miles per gallon of gas, which you got on the trucks, miles per quart of oil, how many repairs were made to the trucks, and so on.

"At that time, although there were some horse-and- wagons, they were starting with Dodge trucks, and that was the miles per gallon of gas.

"Walter Clampffer was a very brisk person, very nice. He went from general office into the sales department, and when he retired, years and years later, I went back to say goodbye to him. He said to me, 'I can remember the first day you came. Mr. Kane told me that you were very shy, but you were good material and I should be nice to you.' That was what I learned from Mr. Clampffer after I had been there for many years. That is why he told me that we quit at five o'clock.

"I stayed in that job about three years, I guess. Then there was an opening in the executive department in this little office where the two assistants sat. Esther Swenson married Fred Pierce, who was in sales. I think when he first came he was an assistant to Mr. King, who was the general sales manager, and then eventually he became the sales manager. That was really quite a romance. Esther was a very pretty girl, and Mr. Pierce was a handsome man. Of course, she was going to leave when she married Mr. Pierce, and I was offered that position.

"There I worked under Mr. Morris's secretary, Mrs. Childrey. She was a very intelligent lady. She had been a schoolteacher and had married rather late in life; then, after her husband was killed in a tragic incident and she had to return to work, she decided to go to Peirce Business College, take a course, and work in an office. She felt that she would have more free time: when your nine-to-five hours are over, you are at home; you do not have to take papers home to mark them.

"She was a lovely lady, but the bane of my existence. She was not experienced in taking shorthand, but she learned how to do it. Instead of

having a steno's notebook, she had a little 3 x 5 tablet, and if Mr. Morris told her to write a letter, she would start writing in her shorthand. By the time she got down to the edge of the page, she turned the paper this way and started writing up this way, and then she would push the button at her desk. When I would go in, she would say, 'Miss Deess, write this letter.' And Miss Deess, instead of going back to her desk, would go into the ladies room and cry.

"I came to like her very much aside from our business relationship, and I felt sorry when she had a lingering death. I had been working for her for about four years and she went to the hospital right after Christmas. Mr. Morris would have a family-and-friend Christmas party on Christmas Eve in his home and then go to Lake Placid the day after Christmas for a week of skiing with his family. She waited until he would not be in the office for a week, and she took herself to the hospital. It developed that she had cancer of the liver. She was never going to get better. She took from Christmas until July to die. In the meantime, because of working at Tasty Baking Company, she had bought a house in that neighborhood up on Penn Street off of Henry Avenue. I used to walk up on my lunch hour to see if I could do anything for her or to see if she thought something should be done in the office. I saw her die a horrible death.

"When Mr. Morris came back the day after New Year's, I was sitting at Mrs. Childrey's desk. I went on taking care of both desks until Mr. Morris was ready to go away for the summer. He said to me, 'You better speak to Mr. Kane and have him get you an assistant, because you will be sitting here and you will be my secretary.' That surprised me greatly.

"In the meantime, Mr. Baur's secretary, Gertie Smith, who had been engaged for a number of years, decided to get married. She became Mrs. Hobson. She sat on the other side of the office from where I eventually sat. Mr. Baur had always told her that when she was going to leave, he would like three months notice, because she became very important to him. She gave him three months notice, but she never left. Many girls came in and worked for a while; either they did not please her or Mr. Baur or both of them, or they became a little discouraged and left. I felt the same thing would happen to me. I was very surprised when Mr. Morris told me that I was to be his secretary. I remained as such for twenty-some years.

Gertrude Smith Hobson, longtime secretary to P.J. Baur.

"Mr. Morris was a wonderful man. He was very sedate, not at all like Mr. Baur. Mr. Baur would come in in his short sleeves; he spent a lot of time in the factory, because he supervised the baking and so forth. Mr. Morris was in charge of sales, shipping and advertising. Mr. Morris was a Harvard graduate and a very conservative man, very well dressed, and not a great talker. I said to Mrs. Morris one time after Mr. Morris died, 'Do you know Mr. Morris never talked much? He never told me much of anything.' And she said, 'I have news for you. He never told me anything, either.'

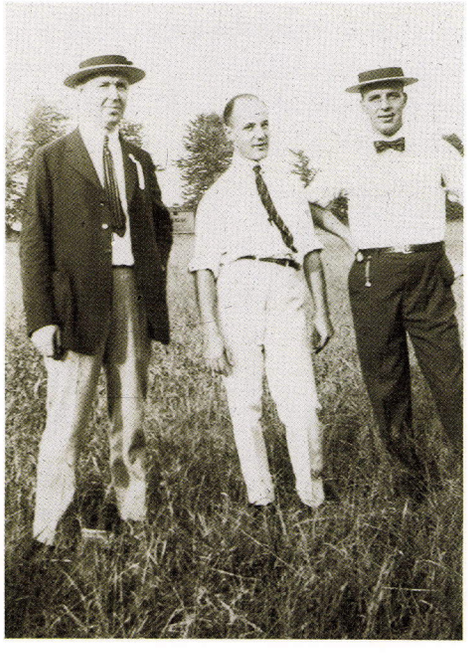
"It was interesting working for Mr. Morris because he was very active in his nice quiet way. He was on the board of the zoo, so I knew everything about the zoo. I knew everything about Episcopal Academy because he was on the board there.

"Mrs. Morris was born toward the western part of Pennsylvania, but her family moved to Ohio, and she met Mr. Morris's sister at college. After she and Mr. Morris married, they moved to Boston, where he worked for Mr. Keith. Mrs. Morris went to the Fanny Farmer Cooking School, and she was an excellent cook.

"When Mr. Keith died, he left a fund to be used for educational purposes, for schools, colleges, projects, and things like that. That was another very interesting part of my work, because Mr. Morris was a trustee of the Keith Fund and every once in a while there would be a meeting. Mrs. Keith was one of the trustees, and a man by the name of Mr. Rounds, who was a lawyer in New York City, was the other trustee. They would get together and decide how this money was to be spent. We had the Keith Fund up until the time every penny was gone out of the fund, and it was really very interesting. I learned so much about different educational projects.

"Mr. Kane has a remarkable mind, and he was always willing to share whatever he knew. He went out to the Wharton School on Saturday mornings, and whatever he learned, he didn't mind imparting to other people.

Mrs. Morris with H.C. (Cam) Morris, Jr., the Morris's first child.



H.C. Morris (left) and P.J. Baur (right) with an unidentified associate at a company outing.

"I learned an awful lot from Mr. Kane, so much so that I could take over. He used to prepare the tax returns for Mr. Morris and Mr. Baur as well as doing all of the tax work for the company, and I could see what material he needed to make out the returns; so of course I just took that over automatically. I knew a certain time of the year I should give him all of Mr. Morris's contributions, taxes that they paid, and all kinds of things that went to making up the tax return. Mr. Kane had been very willing to tell me what he needed and explain to me why he needed those things. The same way with insurance: I could take over Mr. Morris's various insurances. Not life insurance–they didn't believe in that–but their house insurance and everything, I could take over because Mr. Kane had taught me.

"I never did any work for Mr. Baur, but I worked in the same office, because when I went to work for Mr. Morris I sat at the desk beside Mr. Morris, with this long table in the center, and Mr. Baur sat on the other side of the office.

"I couldn't help but hear everything that was being said over there. I think I knew as much about Mr. Baur's family, who they all were, because I could hear him and Miss Smith. I could always hear what they were talking about. Not that I wanted to, but I just couldn't help it. When his girls were growing up, I knew them because they used to come into the office. I remember when Phil Baur, Jr. was born.

"Mr. Baur was very democratic. He mostly worked in short sleeves, and mostly they were cut off at the elbow. He came in one day, and I heard him say to Miss Smith, 'I hope you don't mind my shirt sleeves aren't hemmed. Em said she wasn't going to hem any more shirts.'

"Mr. Baur was up in the factory quite a lot. The day before Christmas, you didn't dare leave; although we were supposed to have a half-day or a short day, you didn't dare leave until Mr. Baur went all through the factory wishing everybody a Merry Christmas, finally came back to the office and went through all of the offices, came back to his office and shook hands with you and wished you a Merry Christmas. Then it was all right for you to go home.

"Mr. Baur always brought something to the people who worked in the executive department when he went to Bermuda or the islands or someplace. He had a boat, and I guess he went down when they had boat races. He always brought us something. I still have a little pin that he brought me which is a little rose of English bone china. Another time from Mexico, he brought me a little Mexican man with a hat on it; you twisted the hat off, and inside you could put your perfume, and you could wear it as a pin. He always did things like that.

"He always brought salt water taffy. He had a place at the shore in Ocean City, and he always brought salt water taffy home at the end of the summer. After Mr. Baur died, Mrs. Baur continued to supply candy for the whole factory. She got Miss Smith to put in an order at a candy store up in Jenkintown. Miss Smith would count the number of employees in each department and fix boxes of candy, usually butter cremes, and give them to messengers to take around and tell everybody to take three pieces. Mrs. Baur did that until she died."

Ed Green, transportation specialist, dressed as Santa Claus. At Christmastime, Green would dress up and visit the homes of company executives as well as youth and community centers.

Early advertisements for Tastykake. The company sought to reach mothers by showing them happy and enthusiastic children.

Don't get the TASTYKAKE Krimpets wet!
2 for 5c
RESHNESS GUARANTEED
Pure, fresh TASTYKAKE satisfies a child's natural craving for sweets . . . and makes play hours happier!
CUP CAKES • 2 for 5c
30c for a box of 12
TASTYKAKE

The 1920s roared through America with exhilaration and excitement. Everything boomed. New postwar industries meant new wealth, which meant new housing and new construction. For Tastykake, it meant that the market for the company's products became ever greater.

The Hunting Park Avenue plant opened in 1922, and the company built two additions within three years. The Tastykake territory was the run of the Middle Atlantic states, from New York to Virginia, but particularly in and around Philadelphia and northeastern Pennsylvania.

The new plant meant new products. First the Junior joined the lineup, then the cupcake, and then the revolutionary Krimpet. In 1987, *Krumbs* celebrated sixty years of Krimpets with a brief history:

"Quite simply, Krimpets were created because Tastykake bakers are very fussy. They did and still do use only the best ingredients–farm fresh eggs, Grade A creamery butter and real milk. On that summer day back in 1927, the new recipe for the finger-sized cake was perfect. But the shape wasn't quite right.

"When eating the cake, the bakers had to pinch it in the middle and it fell apart because it was so fresh. Finally, one of the bakers said, 'Why don't we bake the cake so it will be easier to hold? Let's take the baking tin and "krimp it."'

"Thus the Butterscotch Krimpet was born."

P.J. Baur developed the Krimpet. Unlike ordinary sponge cake, the Krimpet was baked in a sort of fluted pan. Unfortunately, the cake wouldn't come out of the pan, and Rene Pouchain, director of the Laboratory, was called upon to devise an oil or spray to solve the problem. When he did, the Krimpet became one of the company's most popular products and one that was never duplicated, because competitors never realized that the secret of the Krimpet was technological: how the pans were constructed, the metal in the pans, and the grease for the pans.

The Krimpet added to a line of products that was establishing the Tasty Baking Company as a major Philadelphia industry. Sales in 1918 reached $1 million; by 1930, with a plant including five buildings and 350,000 square feet of floor space, Tastykake was selling $6 million of snack cakes. The best sellers, Krimpets and chocolate cupcakes, sold two for a nickel.

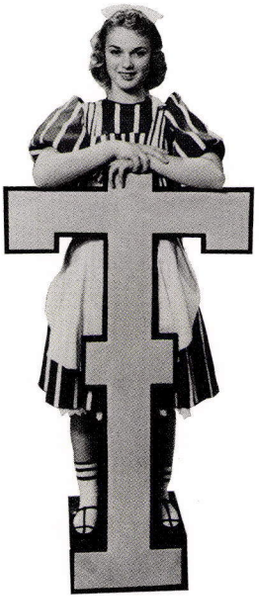
To advertise the product, the company chose to meet the consumer in his car, using billboards at sites from Philadelphia to Atlantic City. The ads seem innocent and unsophisticated by today's standards, yet they remain effective. One billboard showed the famous Tastykake blue box and featured the words, "Many Kinds; Fresh Always." Later billboards featured simply the mouth-watering product itself or adorable young children inserting cake into wide-open mouths. In addition, placards in streetcars, slides in movie theaters, and newspaper advertisements spread the news of Tastykake products.

Barclay Knight, patrician, well-educated Philadelphian, was the director of advertising for many years. A Wharton graduate, Knight worked for

Autocar, Philadelphia's own motor pioneer, before joining Tasty in 1921. He took over the department when Tschudy left, and remained in charge of Tastykake's visibility until the 1950s, working closely with H.C. Morris and sales manager John King.

Gene Riddle remembers Barclay Knight in a more personal way, as a splendid dancer. "Barclay Knight was bald-headed even as a young man. He was a rower. One time, they were going to have prizes for dancing at the M.B.A. banquet, and it was a waltz. I could have waltzed my feet off; I'd rather waltz than breathe. He was a beautiful dancer. It went around and around, and we were the last ones on the floor. They wanted to give us the $15 for the prize money, but Barclay said he wasn't in a position to take it. He turned it down."

Three Tastykake pinups, including Cam Morris (far right). While children were most often featured, advertising director Barclay Knight was not averse to picturing pretty young women.



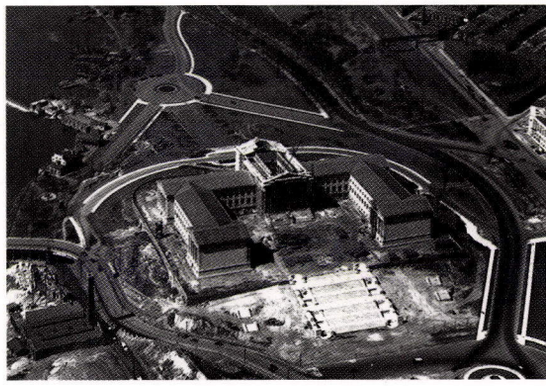
(Left) The original drawing of the Tastykake girl, who was known as Mary Jane, and a model. "Animated logos," using models to promote products, were popular in the early days of advertising. The small photo below shows an animated logo contest with contestants from various companies. The large photo shows Tastykake's Mary Janes in a special pageant at the Academy of Music.

The 1920s roared in Philadelphia, too. The city remained third in population in the United States, behind New York and Chicago, but in the decade grew only 7 percent, while its metropolitan area boomed by 42 percent. The flow of immigration from Southern and Eastern Europe ended abruptly in 1924 with the passage of the restrictive Johnson Act, but the flow of city dwellers to the suburbs continued.

Prohibition, enacted in 1920, forced Americans to entertain themselves without alcohol. Philadelphia boasted 164 movie theaters and 60 legitimate theaters in the era. Three opera companies performed regularly, in addition to visits from New York's Metropolitan Opera. The Philadelphia Orchestra continued to grow in prominence and excellence under the baton of Stokowski, who led them in 1929 in the first commercially sponsored radio broadcast by an orchestra.

The Barnes Foundation and the Philadelphia Museum of Art both opened in the twenties; the first, a remarkable collection of modernists closed to the public, the second, a glorious space with virtually no paintings.

Economically, Philadelphia continued to be the "Workshop of the World," and its port trailed only New York in tonnage. The Delaware River Bridge (now the Benjamin Franklin) opened in 1926, bringing Camden and suburban New Jersey in close proximity to Center City.



The Philadelphia Museum of Art under construction, 1922.

The Delaware River Bridge near completion, 1925.

The Drake, standing high above the landscape, in the early 1930s.

By 1930, Center City had been transformed. The Drake, the Rittenhouse Plaza, and the Chateau Crillon provided haughty apartment living. Suburban Station and such private construction as a new home for Sun Oil on Walnut Street and a twenty-story addition to the Penn Mutual Building altered the landscape. In the next few years, construction continued unabated until the Depression halted it outright. This was the era in which the Convention Hall was built, and the Franklin Institute, and the PSFS Building, and the Federal Reserve Bank, and on and on.

Within a few years, the economy was in shambles, and Philadelphia, like the rest of America, was fighting to hold the line against unemployment and poverty. Unionization grew, particularly in the garment and textile industries, while federal projects managed to create some jobs and new housing.

Suburban Station, one of the Center City landmarks completed in that era.

Convention Hall, the city's prime exhibition space in its heyday, during an automobile show, 1936.

The Franklin Institute as seen across Logan Square from the Free Library of Philadelphia.

The skyline of Philadelphia, 1933, looking down the Parkway from the Art Museum steps toward City Hall and the recently completed PSFS Building.

Tasty Baking Company met the Depression with courage. Adhering to a policy of caring for its employees, the company chose not to lay off during bad times, which ensured it the faith and fidelity of employees during the good years. In fact, Tasty employees seem to remember the Depression as something that happened around them, not to them. They were aware of hard times, but they kept working.

John Wurst came to Tasty Baking in 1928 by way of Procter and Gamble, where he worked after receiving his bachelor's degree in chemical engineering from the University of Pennsylvania. He served for many years as assistant production manager, working under Cliff Brierley, and in the 1950s he worked as director of research and development until his retirement.

In a conversation at his home in Jenkintown, he recalled the ups and downs of the 1920s and 1930s and the ways in which Tasty weathered the Depression:

"When business fell off, they knew they had to do something. In the case of chocolate cupcakes, there's an optimum amount of batter for every baking pan, and they had been putting more than the optimum amount of

Ground-breaking ceremony for an expansion at the Hunting Park Plant. John Wurst is at the shovel.

batter into the chocolate cupcake pan. They found out that they could actually bake three cakes with the same amount of batter as two—maybe not quite as big, but very close.

"Without adding any batter, we were able, using aluminum pans, to make three cupcakes. When that worked, then we went on to the Krimpets. By shortening the pan a little bit, I could make three at a profit. And so we were off to three-for-a-nickel cups and Krimpets, which were the mainstays of the business."

When Tastykake reached its twentieth anniversary, it did so with much less excitement than it had showed for its tenth. Six employees were inducted into a twenty-year club: Marian Ward, Miriam and Edna Hipple, Max Bohleman, Katherine Englehardt, and Charles Probst.

By this time, *Krumbs* had become a humor and news magazine, reporting on items like Walt Clampffer's diet ("Can you imagine Walt as we know him drinking tea and eating toast and grapefruit?"), employees' children and marriages, and new salesmen.

In April 1935, Harry "Pa" Tripple, who hired DeHaven Kane among others, died. Under a photograph, *Krumbs* paid tribute:

"The Tasty Baking Company was only about a year old when Mr. Tripple first joined us. On January 6, 1915, Mr. Morris signed him up to help him out with some of the duties of sales and shipping, most of which Mr. Morris was handling himself at that time. Ever since that day, Mr. Tripple has been as much a part of our organization as the girl on the T is part of our trade mark."

John Wurst, surrounded by friends and associates, at his retirement party.

During the 1930s, the company's structure grew to include a number of middle managers who began to influence the growth and development of Tastykake, including John King, Rene Pouchain, A.M. Wessels, Walter Clampffer, and Cliff Brierley.

Of those, the earliest in seniority was John King, who started at Tasty Baking Company as a mechanic in 1915 and quickly rose to become H.C. Morris's right-hand man in the sales department. He became general sales manager in 1926 and oversaw the sales force through the 1920s and the 1930s. He remained in charge until his death in 1946.

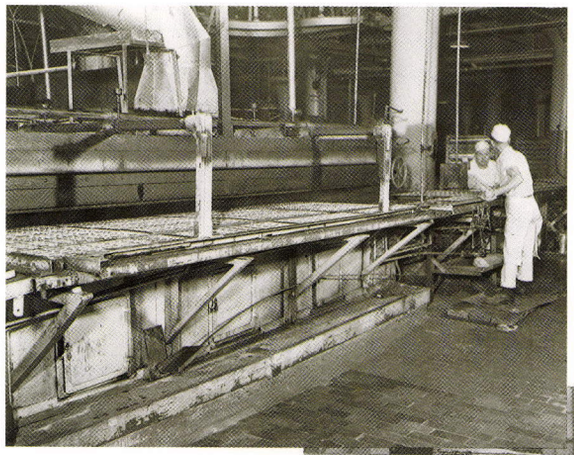
Rene Pouchain joined the company in 1917. A native of Salem, Massachusetts, he had attended the Massachusetts Institute of Technology, majoring in Biology and Public Health with a specialization in chemistry.

In his junior year, he studied the effects of cold storage temperatures on bacteria, and wrote a thesis on the bacterial changes in the manufacture of ice cream. As he was about to go to work as a serologist for the H.K. Mulford Company of Glenolden, word "came to the Institute," as *Krumbs* expressed it, that Tastykake was seeking a chemist to solve the problem of mold bacteria.

A professor recommended Pouchain, who chose to join Tasty Baking Company as a chemist. Over the years, he worked particularly closely with P.J. Baur, Sr., whose endless ideas and experiments dovetailed perfectly with Pouchain's laboratory skills. At one point, they sought to replicate or improve upon Coca-Cola; in any event, they left a legacy of cakes and pies that has long outlived them.

Rene Pouchain (left), joined Tasty Baking as the company's chemist in 1917.

Working in the laboratory (below), he was instrumental in the implementation of many of P.J. Baur's experimental cakes and pies.



Early photos of the baking ovens at the Hunting Park Plant.

August M. Wessels joined the company in 1918 and was placed in charge of purchasing. In the late 1920s, Baur and Morris established him as the first vice president of the company in the late 1920s, a position he maintained into the 1950s.

Cliff Brierley abandoned a career as an opera singer when he went to work at Tasty Baking Company in 1919. He rose through the production department, which he directed through many of its new products, to become vice president, a position he held until his retirement in 1960.

Walter Clampffer arrived in 1922 and worked for three years as a bookkeeper. After a two-year hiatus in another company, Clampffer was rehired in 1927 as an assistant to DeHaven Kane, and then rose to Philadelphia sales manager in 1929. He remained in sales throughout the rest of his career, finally as assistant director of marketing from 1958 to 1962.

The production line. At this point, cakes were finished with icing.

As the 1930s began, Tasty Baking Company introduced a new product, perhaps the most revolutionary of its line. The product was the Tasty-Pie, a small, lunchbox-size snack intended as the workingman's perfect dessert. It was a quick success, and today pies provide the company with a steady stream of income and a reliable group of consumers.

Harrison Craig began work in the pie department. By the time he left, he was superintendent of production. Here he recalls his days at Tasty Baking, from his arrival in 1930:

"I started at Tastykake because the stable manager lived across the street from me, and he suggested that I go up and get a job. I applied at

nighttime, and I became a pie boy. I was 18, living in what we called Swampoodle at 28th and Diamond in North Philadelphia. That was in September of 1930.

"Everything was done by hand then. We packed pies and put them in boxes. We used to tie strings around the pie boxes in what we call stitchers. We packed them and put them in cases, and they would be sold the very next day.

"When I first started there, we weren't permitted from the area we worked in, but we were restricted to that particular area. We never did get to see the offices. The only time we saw the office was maybe on payday.

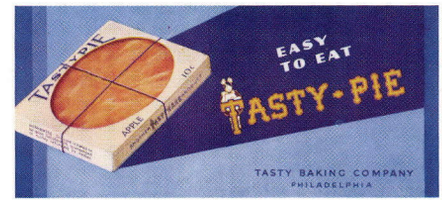
"After I worked in the packing department for several years, I went into the pie baking department, mixing and baking. I liked the baking pretty much. Of course you get more money. When we started in the pie packing department we got 33⅓ cents per hour. You have to remember this was in the middle of the Depression. We worked a six-day week, maybe five or six hours a day at the most.

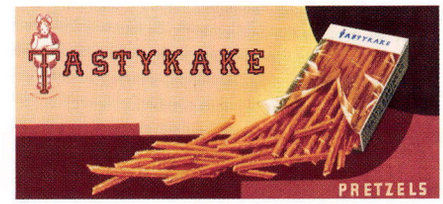
"We only made apple pies at that particular time. The pie was a square pie then, and I don't think it was selling too well at first. I think it was ten cents, and then they made the rectangular pie, which is the size right now. That went back to a nickel, and business started to pick up. Then, of course, we went from apple to peach and lemon and cherry and blueberry.

"Cliff Brierley was the head of production. He was a fantastic man, absolutely fantastic. He is my idea of a good boss. Excellent. You'd go into the office, and he would sit down and say, 'This is nice.'

"My boss in the pie department when I was in the mixing and baking department was Al Lingo. He and I were buddies from way back. He went on and became assistant production manager. John Wurst, another perfect gentleman, was then assistant production manager.

"When they tore out the old coke ovens, they put a brand new oven in for pretzel sticks. They were real good; I know my wife liked them. For some reason, they didn't sell.





(Above) Two early billboards promoting the revolutionary square pie and pretzel sticks. (Below) The baker boys, "Herb" and "Phil". These two characters were introduced in the 1940s and became a major part of Tastykake advertising.

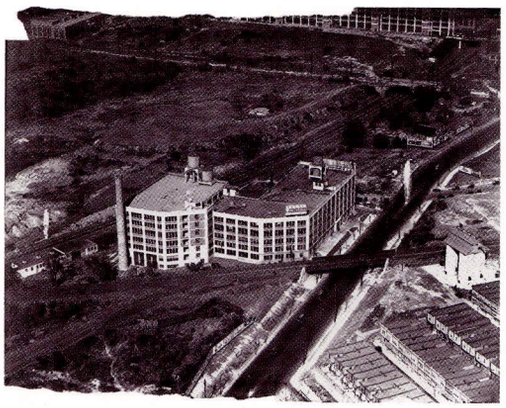
A billboard for puffed wheat (top) and a newspaper advertisement stressing Tastykake's freshness, always an important aspect of product promotion. Now defunct, their Home-Aid cake was named by DeHaven Kane.

"Later, we made puffed cereal. It was fired with guns, and you knew when the guns were going off. That didn't last too long. I can remember one time way back many years ago they were experimenting with coffee, just a small unit down in the lab was probably working on it. I can remember too we used to have a cake way back, and we called it Home-Aid. I can remember bringing home slabs of what we called silver pound cake. You would buy a slab, I think maybe thirty or forty cents wholesale, and I used to bring that home.

"The first uniform was just the old baker-boy hat. I think they charged you a quarter for a hat, then they gave you a bib apron, and you used to have to take the hat home and have it laundered at home. Eventually along came the laundry, and everyone got two clean uniforms a week. When we moved up to the baking department, we used to rent white pants. We had our white shirt and our own white hats. The laundry came along and took care of that.

"The baking department never got a lunch. They always got a fifteen- or twenty-minute break, because of continuous production. When there were changeovers, there was a break there when you could have five or ten minutes to eat your sandwich; then you'd get an official twenty-minute break. Eventually everybody got a lunch hour."

The Hunting Park plant.



Jim Barrett, who eventually rose to be supervisor of sanitation, joined the company in the throes of the Depression, 1933. He recounted his beginnings at Tastykake in a conversation at his home in Feasterville.

"I was working at a post office as a special delivery messenger, and I wanted to get a job so I could get married, because in a special delivery messenger there was not a salary at all times. So I went out to Tastykake to see a fellow I knew, Charlie Seese, and he got me an interview with Walt Clampffer, who was the superintendent of the sales department, a very nice fellow. After the interview was over, he said, 'I don't have anything for you right now, but I will keep you in mind.'

"Knowing how things were at the time in 1933–boy, you could not even buy a job–I went to Charlie Seese again, and I said, 'Look, I want a job, and I do not care what it is.' And he said, 'Well, the only thing I can do for you is put you in the house service. That pays 50 cents per hour.' I said, 'That's fine by me.'

"So after I was working around there washing pots and pans, and floors, and all that kind of stuff, he says, 'Did you ever wash any windows?' I said, 'No, I never washed a window in my life.' He said, 'I'm going to suggest that you wash windows, and you get 50 cents per hour plus 3 cents a window.' Well, did you ever see how many windows there are at Tastykake? There were more then, because now they modernized the building. I found out that you could wash 33 windows a day if you really pushed; four days a week you washed windows.

"The best part about this job, along with the money, was the fact that I worked all through the building. I went through every office and through

every department and everyplace and met and talked to everyone. Everybody wanted to talk. If a guy was running a sealing machine, nobody ever came back except the window washers.

"The next thing you know they moved me away from washing windows and they put me on laundry, they put me on elevators, they moved me all over the place and I got to know everybody.

"A.M. Wessels was the purchasing agent when I was there. Part of my job was that I would take all the fellows, salesmen or anybody along that line, college students, anybody that Tastykake invited to go through the plant, I would have the job of taking them through. I'll never forget Wessels. Somebody asked Wessels a question one time about the chemistry of an egg, and Wessels came back and said, 'I don't know about the chemistry, but I know this: that the chicken hasn't laid an egg yet that our production department thinks is perfect!'

"Another time, there was a shipment of flour that came in. They had an over-and-under scale in the stockroom, and they would put a bag of flour on one side, 100 pounds, and they would put a hundred-pound weight on the other. Now, if this was over, what they would do is get ahold of the jobber who milled the flour. So on this occasion, Wessels called me, and he said 'Jim, there is a man who is going to come in here this afternoon. Would you bring him right into my office? I want to pay him.' I said, 'You want to pay him?' And he said, 'yes'.

"So I picked the guy up, and we went into Wessels' office, and Mr. Wessels had a check there for a couple hundred dollars. He said to the fellow, 'This is what we owe you for the overage on your flour coming in.'

"The guy looked at him and said, 'What do you mean, overage?'

"Wessels said, 'We have an over-and-under scale down in our stockroom. If we're receiving what is over, we keep a record of it, and we pay you for what is over, because if it was under, we would want the money from you.'

"So the guy said, 'Mr. Wessels, just forget about it, would you? Forget about it.'

"Mr. Wessels said 'Oh, no, we will not forget about this.'

"So all right, the guy took the check, and when we got outside he said, 'What am I going to do with the check? I can't take that back and give it to my boss. Would you take it and give it back to him for me?' I said, 'No, sir! No, sir.'

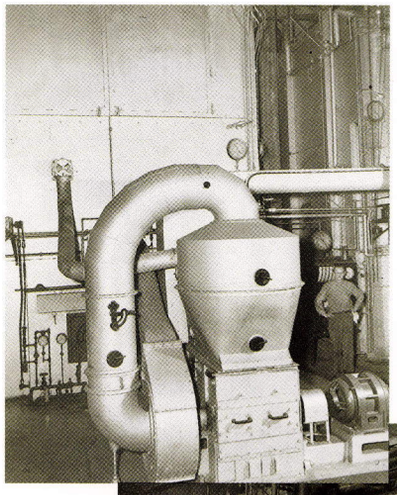
"That was Tastykake's top management–DeHaven Kane, A.M. Wessels. These were top guys.

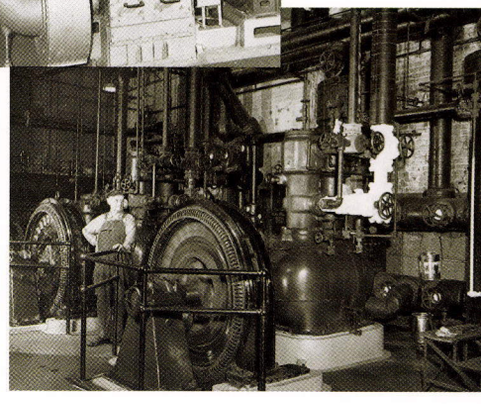
"I can never remember who set the standards. I knew that everything had to be ship-shape all of the time. We wouldn't go home at night unless every cake truck was stacked up right the way it should be, so when these people walked in, they walked in with the understanding that this is really clean.

"And I'll tell you another thing about it: that came from within the people themselves. I can remember when we first got a utensil washer, we had about 15 to 18 girls who worked all around this utensil washer, pulling work and all this kind of stuff. The utensil washer went down. Now we

Jim Barrett (second from left) with fellow employees at the 1948 M.B.A. banquet.

Two views of the inner workings of the plant: the engineering department and the generators that supplied the plant with power.





Jim Barrett (center) and William Basile with members of the Philadelphia Fire Department on a routine inspection as part of the company's fire prevention program.

got all these girls, and put them back on tubs, and they're washing by hand. This was chaos. There was just no way that I could see that this was going to be straightened out by the time the icing and packing department came in.

"I'm racking my brain, and the first thing you know the intercom rang, and it said, 'Would Jim Barrett come up to the fifth-floor utensil-washer area.' I went up there, and all these girls, eighteen of these girls, are standing around there. Now, these girls had already put in eight hours. When you talk about putting in eight hours, it's not eight hours dressed comfortably: it was a pair of boots and a rubber apron and gloves and all this, and they're wet. I had tears in my eyes.

"And the girls said, 'Mr. Barrett, when do you think this utensil washer is going to be fixed?' I said, 'It won't be in until about eight o'clock tonight.' They said, 'Mr. Barrett, we want you to know that we are going to be here with you until everything is straightened out. We're going to be here all night.' I said, 'Well, look. It's seven o'clock. Suppose we take an hour off, everybody go down to the cafeteria, and we'll have sandwiches and everything down there.' They said, 'Fine with us, Mr. Barrett, but we'll be here until you're straightened out.' Now, I didn't ask them. It came from within.

"I read a piece written by Walt Disney one time, and he said he couldn't understand why everybody went home at night from work when it was so interesting to be there. I thought, you know what, there were two guys like that, Phil Baur and Frank Fox.

"The first automatic machine that Tastykake ever had, I'll never forget it. Phil Baur came home from his first trip to Germany, and I don't think he was in the city of Philadelphia more than an hour and a half when he was in that plant. He went right up to the engineering office, and he got ahold of Frank Fox. I'll never forget it because at that time I was a foreman, just walking around to see what's going on. Everything is going right, but you want to find out what is different. Here these two guys are, and they're standing in the cupcake-mixing room looking at a traveling oven.

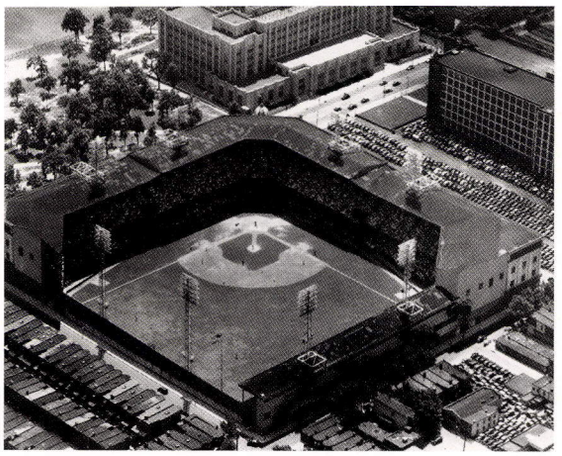
They're doing this and doing that and doing this and doing that, without a blueprint or anything else.

"About two days later Frank Fox has one of his men bring down an oval-shaped conveyor. They put this inside the mixing room, and they have cupcakes pans across it. They begin depositing the dough in there and pushing it into the oven. Now what was happening, this would go all the way through, then it would come back on the other end. The origin of the traveling ovens was just a conveyor that went in and out of the traveling oven."

Philadelphians watched and guided the transformation of their city in the 1930s. In politics, the Democrats began to intrude on the Republican stranglehold on city offices. In cultural activities, the city became a pathway to Broadway, a center for orchestral music, and the home of great museums.

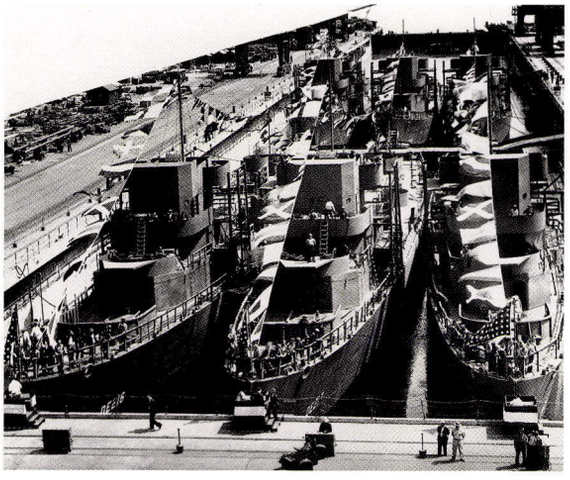
In sports, Philadelphia became the only city ever to boast baseball's triple crown winners in both leagues, when the A's Jimmy Foxx and the Phillies' Chuck Klein led in batting, home runs, and runs batted in. Then the Phillies and Athletics sank like stones, though they did so under the lights of Shibe Park. Three minor leagues and a Negro League team, the Philadelphia Stars, helped fill the city's appetite for the sport. And the Eagles took the field–eventually at Baker Bowl–for the first time in the 1930s.

Shibe Park with the new lights in place. The ballpark, later named Connie Mack Stadium, remained a hub of sports activity into the 1960s.



For Philadelphia, the industrial recovery of the war economy broke the Depression. The city, called the "Workshop of the World," slowed if not idled through much of the decade, came alive at the service of the country, providing everything from ships to snack cakes.

For Tasty Baking Company, as for most of America's business, the economic recovery that was prodded by World War II had a severe human toll. That toll is clear in the pages of *Krumbs*. The magazine followed its



Shipbuilding in Philadelphia. The war economy pulled the city out of the Depression and began a revitalization that continues today.

employees in the service, and its employees repaid the company's fidelity with correspondence that offers a personal history of both fronts of the war.

The draft began before the war, and at first *Krumbs* only noted the boys as they left for the service, often with photographs. Surprisingly, no mention was made of Pearl Harbor, that date which now lives in infamy and history for most of us. For the most part, the magazine showed a company whose life went on, until its ranks began to show the effects of the draft.

"Sidedough from the Pies," a regular column in the magazine, was among the first to add a patriotic note to the announcements: "The war, of course, is something that affects us all, particularly the men who are eligible for the draft. And the 'Pies' is plentifully supplied with young potential soldiers. Some of our fellow-workers have gone, while many still with us are very near their call. No doubt one or two will go between the time this is written and the day it is printed. And they all realize very clearly that of those who go not all will come back. Still they can smile and crack a joke. *That's Americanism!* We can only hope that when our call comes we'll be able to face the future with the same kind of intestinal fortitude."

The amusing masthead from the Krumbs column that featured workers in the pie department.

The Gallon Club, a group of employees who regularly donated blood to the Red Cross. During World War II, they served as the communications link for employees in the service, distributing copies of their letters to those still in the plant.

By October 1942, the dialogue began. Henry Munz, formerly of Baking, wrote:

"I want to thank you for the box of Tastykakes, they sure hit the spot. I sure had a lot of help in eating those cakes. There are a couple of boys from Philadelphia with me, and when they saw what was in the package it didn't last long. When one receives a package it is share and share alike in the Army. They send their thanks, too. It sure is good to know that you all still remember us boys in the service."

Two months later, the company paid tribute to its servicemen, listing 72, and saying:

"Our greeting this Christmas is to our Service men. We can't all enlist and fight for Uncle Sam, but we want to honor those who have gone forth from among us and are now defending those Christian liberties and freedoms which we hold so dear. To all of you listed below go our best wishes and thanks for the job you are doing."

In April 1943, the editor thanked the employees for their support of the Red Cross War Fund, and added:

"A recent check by our Sales Department estimates that a total of 77% of our products go to war workers and their families.

"Some of these sales are made direct to Government Agencies, cafeterias or restaurants in or near war plants. A large number of the remaining stores sell to war workers and their families either for consumption in their homes or for lunches put up to take with them.

"We can all be proud of the fact that in this way we are helping to feed those who back up the soldier by making the guns, aeroplanes, ammunition, and other war material."

"Sidedough from the Pies" added:

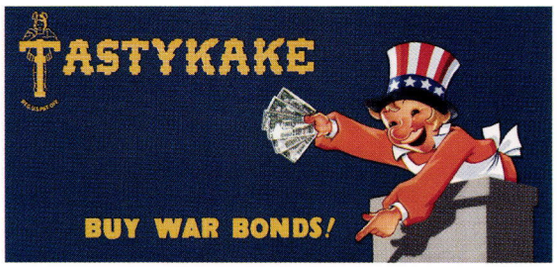
"Victory Gardens head our list this month, as they should head the list of everybody everywhere who has a usable plot of ground. It seems that nearly every Pieman has a little garden sprouting (he hopes) nicely."

And later, an article entitled "War Savings Bonds" admonished support:

"Setting aside 10 per cent of our salaries for the purchase of war bonds each pay day might appear to be a sacrifice. However, when we read of what is happening on the battle front, where many are sacrificing everything to save us from the Axis madmen, 10 per cent is insignificant. Then, when we realize that the money we are asked to set aside is only BORROWED by the government, the 10 per cent seems less like a sacrifice and more like an investment, an investment in the best security the world will ever know–DEMOCRACY!

"We cannot too strongly urge you who are not buying bonds by payroll deduction to do so now. Your department head or the pay clerk in the General Office will gladly arrange for deductions so you can help to beat the Axis.

"If any feel they can increase their deductions, step up and do so. Your dollars can help. Put them to work."



Tastykake advertising, like this billboard promoting war bonds, aided the war effort, too.

Until September 1943, most of the correspondence was from Stateside, recounting stories of warm Florida, Mississippi, or California weather. Afterwards, though, the story of the war through Tasty employees turned international:

From Jack McCloskey, former cashier, now in foreign service – 6/15/43.

"I feel all backward. I sleep different hours than the people at home and have opposite seasons. When this reaches you, there will be much perspiring in the office, for July is hot. Here the day should be cool (mild at least). However, you people can at least get a 'Coke' (when you're lucky). I would hate to count the miles I would have to go for a Coke. I guess the corner drug store at Second and Broadway, San Diego, would be the nearest. When these boys come back, Coca Cola stock is going to go up and the stock of South Sea Island Steamship Lines is going to go down. (That's a 'hot' tip.)"

From Bill Edmunds, formerly of pie department, now in Sicily – 8/23/43.

"I am in the First Division which has been in all the major action in Africa and Sicily. Was in the first troops to land in both invasions. That sure is some record for action. Bob Hope and Frances Langford are going to put on a show tonight. It will look good to see an American that is not a soldier. Have had some travels and thrills since I left Hunting Park Avenue and sure will snow you boys under when I see you."

The company's service flag, honoring employees in the service and paying homage to those lost in combat.

The Christmas 1943 issue of Krumbs was again dedicated to the servicemen. The cover, the company's flag, showed two gold stars– for Morrill Fifield, Jr., and Walter Mann–and the number 141, the number of employees then in the service.

In the "Letters from Service Men," Thomas Boone, formerly of cup baking, wrote from Alaska, "I'm sure that if it were at all possible to have quick delivery here in Alaska, the praises of Tastykake would be heard even up here in Uncle Sam's icebox."

From Robert Wade, formerly a sales promoter, now overseas–11/12/43.

"I am no longer in Portland, and while my location is not to be divulged, suffice it to say I am somewhere in the Pacific. Certainly appreciated the copy of KRUMBS which reached me way out here. It's interesting to hear of the Company affairs and rather makes me feel that in spite of upheavals, at

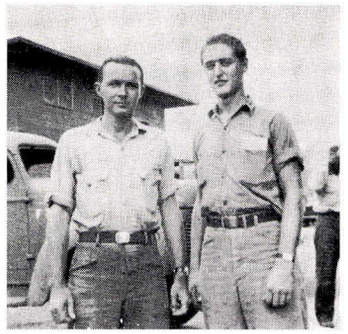
home and all over the world, there is stability to some things, one of which is the Tasty Baking Company."

"It sure was a real treat to read in KRUMBS about the fellows that I used to work with. Boy, my morale sure did lift. It's funny how a little booklet like that can pep you up."

From Leo Karlovich, formerly of pie department, now overseas –11/10/43.

Raymond Thibeault, former east country salesman, wrote on New Year's Day, 1944, and his letter was printed in the February *Krumbs*.

"Greetings from the muddy battlefields of Italia. Nearly a year has passed since receiving a copy of KRUMBS, though it has been sorely missed. As we huddled in the ruins of an old villa, seeking to keep warm, one of the men started talking wistfully of chocolate cup cakes he had a year ago. Upon questioning, I discovered they had been the famous TASTYKAKE which he purchased at the PX. So hence this letter. We are well fed and clothed, thanks to an efficient QM corps, but think what a boost in morale it would be to give every man in the outfit a package of TASTYKAKE. Real, honest-to-goodness American sweets!"



Tasty employees Leo Karlovich (left) and Ervin Powell. They discovered they were serving in the same outfit in the Pacific area through an article in Krumbs.

In April 1944, Ervin Powell, a former city salesman, told how *Krumbs* brought him together with someone in his outfit from the other side of the company:

"A strange thing happened out there in the islands. I received a copy of KRUMBS and in it noticed the name of a fellow in our outfit. Upon inquiring, I found out that he, too, had worked for Tasty. Well, you can imagine my surprise for after all this time I finally meet up with a fellow worker. He was from Pie Department and his name is Karlovich."

"Sidedough from the Pies" told the story from the other side:

"Leo Karlovich sent us an Easter greeting and tells us also that out in Hawaii he met a former Tasty salesman named Powell. Guess you had a good time swapping scuttlebutt with him, eh, Leo? Maybe now we can alter that old British slogan a bit and say, 'The sun never sets on the Tasty men.'"

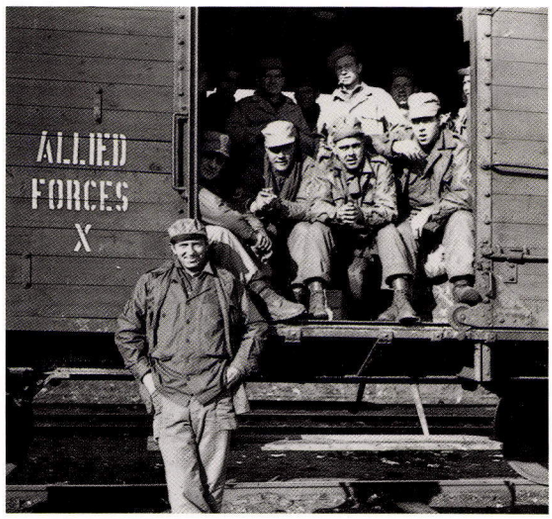
Or the Tasty women. Another correspondent was Lynn Thornton, a city sales office employee who was one of the few women from Tasty who enlisted. Her letter from England, dated February 3, 1944, brings the Blitz home to us:

"In one of my letters I mentioned how I loved to lie in bed and look out at the lovely view from my windows that stretch all along one side of my room. Here's a postscript to that statement. At night the stars and moon are lovely, too, but there are other views–one night I woke up with a start and watched fireworks, just like Fourth of July–two planes–and big guns–not very comfortable, sort of like a bad dream; but that's how it is, and when I woke up in the morning and looked in the same place it was all gone–just beautiful sunlight, lovely clouds, peace and calm. Ships that pass in the night, you might call it."

In the June 1944 issue, several salesman showed in their letters that they weren't letting the service take away their sales touch:

From Frank Horahan, formerly of city sales, now at Camp Gordon, Ga.–5/6/44.

"Received your most welcome letter of April 27 along with the copy of KRUMBS which has by this time been read by almost every member of my barracks. These men are a very scattered group coming from many states throughout the nation and anyone from the Company would feel great to hear how many of the fellows from states so very far away have tasted or at least heard of Tastykake at one time or another. Anyone who has had the pleasure never fails to make quite a fuss about it. I would like to tell you now of what happened the other day during one of our rest periods. We were taking our first rest after completing 2 miles of a 6-mile road march and when the unit falls out and sits down everything becomes very quiet until everyone regains his breath. It was during the peak of this silence when a big rawbone Texan tapped me on the shoulder and said, 'Say, Horahan, how long do you think it will be before we have Tastykake in Texas?' This question coming at me rather suddenly, I turned on my elbow and replied, 'Well, Tex, I'll tell you how to kill a lot of waiting time. You just pull up stakes and move to Pennsylvania and maybe after the war I can serve you personally.' Tex laughingly agreed to give my thought some consideration."



Frank Horahan and his buddies aboard one of the famous "forty and eights," referring to the cars' capacity to hold either eight horses or forty men. According to Horahan, the cars smelled as if the horses had been there first.

From Charles M. Lockerman, formerly of country sales, now at Parris Island, S.C.–5/18/44.

"I appreciate the copy of KRUMBS very much. Even though I'm away from the Tastykake Family, I'm still interested very much. There are about 10 men from Philadelphia and when I told them I had been a salesman for Tasty they started to sing their praises for the product and, of course, I had a chance to swell up a little."

From Arnold Spengler, formerly of east country sales, now overseas–5/29/44.

"I want to thank you for the box of Juniors I received. They certainly didn't last long. Quite a few old customers, or rather consumers, were on hand to grab a share."

By Christmas 1944, the company flag bore the number 191, and Harold C. Trimble had provided the third gold star. More and more, as the European drive intensified and the Pacific theatre remained intense, *Krumbs* articles noted old buddies who were wounded in action, and city salesman Herman Ruch earned a long article in February 1945 when he won a Bronze Star for distinctive heroism in France.

Still, life back home went on. The M.B.A. held its annual banquet at Town Hall, featuring a speech by H.C. Morris, who fulfilled his supervisory duties on the dance floor as well. Several servicemen returned for the affair, which featured a conga line and, of course, the jitterbug.

But Frank Sheehan, in a letter dated December 1, 1944, summed up the way the servicemen overseas felt in that lonely last winter of the war:

"I was sitting in my fox hole yesterday, but my mind wasn't on the Jerries out in front. It was back at Tasty on the fourth floor. The night

before I had received two issues of KRUMBS which provided me with a couple of hours of very good reading matter, especially the October issue which had all the fellows' pictures in it. It was just like being back there again seeing all those familiar faces that I worked side by side with back in the good old days."

And Bob Schild, formerly of the pie department, offered his Tiny Tim toast to the year 1945: "Let us hope next year the war will be over and we can all be together again."

Next year the war was over. Tastykake had sent 203 employees to fight for their country. Five never returned: Morrill W. Fifield, Jr., Russell Higginson, Walter Mann, Herbert Schubert, and Harold C. Trimble. At Christmastime 1945, 57 of the servicemen had their discharge papers, and 31 of those were back to work at Tasty Baking Company.

"As the Christmas season approaches again this year," read the dedication in the December 1945 issue of *Krumbs,* "our thoughts turn to a world at peace. In welcoming back our friends, let us pause and pay tribute to the five who gave their lives in our Country's service.

"Their sacrifice has helped to make this peacetime Christmas, and all it stands for, a reality. We owe them eternal gratitude."

The war ended with a huge celebration and brought on a new era for Philadelphia as well as the rest of the United States and the world. The *Inquirer* ran a six-inch banner headline, "PEACE," for its August 15 issue, and from the afternoon of August 14, when it appeared and word began to spread, Philadelphians went wild.

Complete War History, Maps, Pictures: Pages 3, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17

The Philadelphia Inquirer

An Independent Newspaper for All the People

FINAL

Let Us Thank God

PEACE

Truman Announces Jap Surrender, Ends Fighting

MacArthur Named Chief; Draft Calls Are Slash

By ALEXANDER KENDRICK Inquirer Washington Bureau

WASHINGTON, Aug. 14.—The war is over. Japan has surrendered unconditionally, and Allied forc
and sea and in the air have been ordered to cease firing. President Truman broke the news to a tens
Nation at 7 P. M. today, just one hour after the Japanese acceptance of the final Allied terms had been
the State Depa
neutral Swiss

U. S. Cruiser Sunk, All Men Are Casualties

Petain Gets Death; Jury Urges Mercy

Philadelphia Roars Salute To Victory

They exulted, too, over the end of rationing and its mate, the black market. Meat, canned goods, gasoline, once scarce, were suddenly plentiful.

And when the boys came back, they brought with them new hopes, dreams, and ambitions. The G.I. Bill enabled them to extend their education. Veterans and civilians alike sought the better life, and they were abetted by developers, who put up rows of houses and apartments in East Germantown and the Northeast.

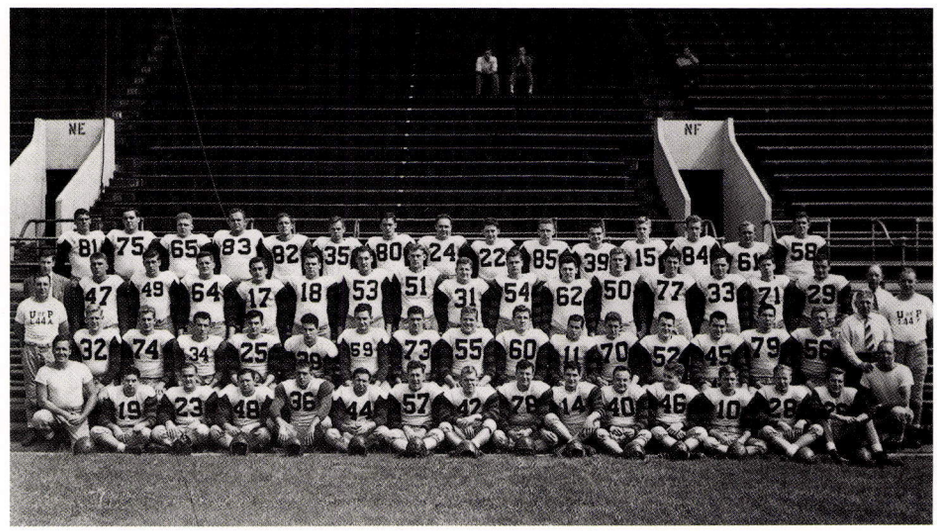
It wasn't all easy. Cutbacks at the shipyards led to the loss of thousands of jobs, and consumer goods were slow to rise to meet the feverish demand. The city's deteriorating housing base helped speed the move beyond the city limits, but what remained was severe overcrowding and an estimated 70,000 dilapidated houses.

The result was an odd combination that changed the housing patterns of the city. When the old ethnic neighborhoods emptied, their residents moving northeast and west, they were replaced by public housing, which often erased the community feeling of the old row-house blocks.

For Tasty Baking, these changes had a profound impact. The changing neighborhoods meant that the driver-salesmen's traditional routes held different populations. The style of new housing in the Northeast and the suburbs, with larger stores serving larger populations, meant that the old selling methods might be outdated. The pool of workers, concentrated for so long near the plant, was suddenly spread out and became a commuting constituency.

The media were changing, too. If radio was the lifeline of the thirties and forties, it was about to give way to television, and WCAU in Philadelphia was among the pioneers. More and more, radio was for commuting and for vacations, and the strength of newspapers was about to wane.

The postwar era was a golden one for Philadelphia sports fans, though, beginning with the powerhouse Penn football team that reached number six in the nation in 1947, led by Chuck Bednarik, later to become an Eagle superstar, and featuring a three-year letterman named Nelson G. Harris who would have a great impact on the Tasty Baking Company.

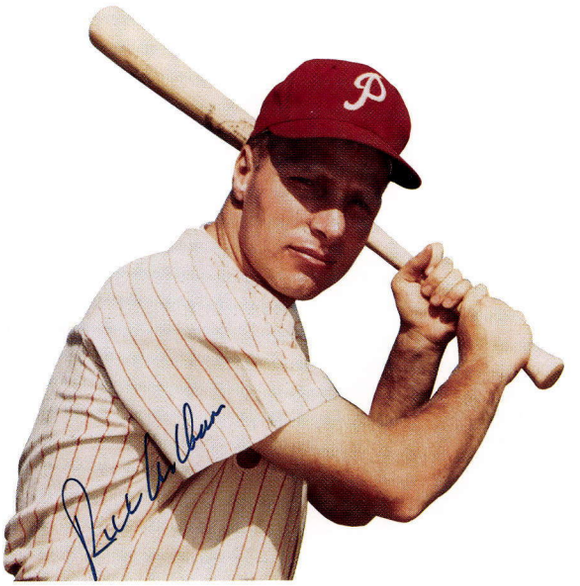


The 1947 team of the University of Pennsylvania. Ranked number 6 in the nation, it included Nelson Harris (number 71), future president of the Tasty Baking Company.

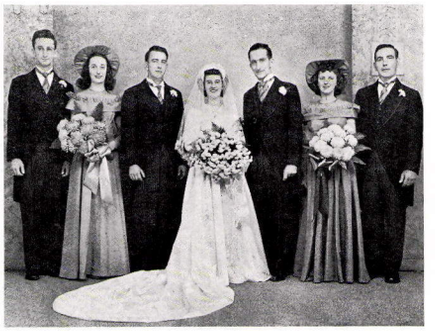
The growing National Football League was the domain of the Eagles, who won Eastern Division titles from 1947 to 1949, paced by the great Steve Van Buren, and won the 1948 and 1949 NFL championships, from the Chicago Cardinals and the Los Angeles Rams without giving up a point either year.

For baseball fans, the glow of nostalgia will forever surround the 1950 Phillies, who won the National League pennant on the last day of the season against the Dodgers. Stars like Richie Ashburn and Robin Roberts still seem to shine over Lehigh Avenue, where Shibe Park was renamed Connie Mack Stadium and housed the two local baseball teams.

And the Philadelphia Warriors, paced by Paul Arizin, won Eastern Conference titles in 1948 and 1951 and were the playoff champions in 1947, the first year of the National Basketball Association.



Richie Ashburn, a young star who later would become a Phillies announcer, sportswriter and Tastykake spokesman



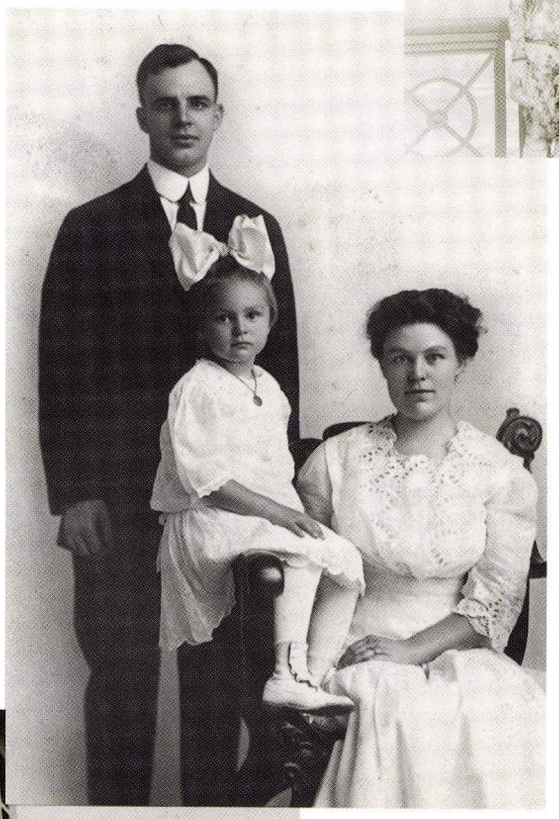
Employee Miriam Metzger's wedding party. Photos of weddings and children filled the pages of Krumbs through the postwar era.

The new era meant the passing of some of the figures of the old at the Tasty Baking Company. Horace B. Wolbert of Harrisburg, who had started in sales in 1915, died January 21, 1946, at the age of 86. John E. King, general sales manager and Morris's right-hand man for twenty years, died March 15 of a heart attack while on a business trip in Sunbury. Charles Helme, who was originally hired by H.C. Morris in the Shipping Department in 1915, died November 17, 1948. Max Bohleman, hired as a baker in November 1914, fell just short of 35 years with the company, struck by a heart attack February 13, 1949. And Charlie Probst, the man who had come from Pittsburgh with P.J. Baur to bake the first Tastykakes, died January 21, 1951.

But the pages of *Krumbs* are filled with weddings and engagements, travels and children. The June 1950 issue lists no less than fifteen marriage ceremonies, and the following issue, September, lists eighteen more. The employees of Tasty Baking were like everyone else in the postwar era–filled with optimism, anxious to establish a new and settled life, and prepared to work to earn their dreams.

In 1947, 23 Tastykake employees reached 30 years of service. The region served was smaller than that which the company had reached a decade before: New York and Brooklyn, mainstays of the sales force for the twenties and thirties, were no longer within the Tasty realm.

Four employees reached the 35-year plateau in November 1950: Edwina Hipple, Gertrude Smith Hobson, Marian Ward, and Charles D. Wilkinson.



Photos from P.J. Baur's family album, with his wife and children at various ages.

Philip J. Baur, Jr., contemplating a Tastykake formula.

The Baur and Morris families grew with the company. P.J. Baur married Emma Weber in 1908, and their first child, Marguerite, was born while they still lived in Pittsburgh. Marie (1916), Louise (1917), and Philip J., Jr. (1930), joined the family in Philadelphia, where they lived first in Germantown, on Ross Street, Johnson Street, and Westview Street, before moving to a farm in Montgomeryville.

Always, Baur maintained a laboratory in his home, so that he could continue experiments begun at the plant or start processes as they occured to him. A memo pad was always in his hands, on his desk, or on the dashboard of his car.

The farm allowed Baur to exercise his creativity in yet another manner. The 340-acre Witchwood provided him an opportunity to raise dairy cattle, and his Guernseys were prize winners. He opened a small dairy restaurant on the road, maintaining the same high standards of quality as in his bakery, and serving no fried food because even its smell disturbed him.

His pastime was ocean fishing, and his children were always at home in the water off Ocean City, where the Baurs built a summer home in 1923. Though a boat explosion almost killed Baur and his wife in 1925, it failed to dampen his ardor, and in the late 1920s, he bought a 70-foot cabin cruiser, the Taneck, which he docked in Cape May.

His children Louise and Phil both met their eventual mates at the shore, Louise when she enlisted Paul Kaiser to crew her boat. Phil married Barbara Joyce, the daughter of one of his father's Ocean City neighbors.

H.C. Morris leaned more to golf, trout fishing, and the arts. He and his wife were active supporters of the Philadelphia Orchestra, the Philadelphia Zoo, and the Philadelphia Museum of Art. They raised two sons, Herbert Cameron Morris, Jr., born in 1917, and Edward Morris, born in 1922, who helped form a family chamber orchestra as they grew up. H.C., Sr., played the violin, Willavene Morris played piano, young Cam played flute, and Edward played the cello.

The boys grew up in Mt. Airy, in a house named End House on Scottsford Road, a dead-end street that backed up to Fairmount Park.

Herbert Morris, an avid gardener, needed a ladder to tend his tomatoes.

A rare photo of Herbert C. Morris. Trout fishing was among his favorite pastimes, along with golf and lunch at the Union League.

Herbert at the grill cooking at Lake Placid in the early 1940s.

When the children were grown, the elder Morrises moved to Bryn Mawr, where they remained during H.C. Morris's lifetime.

Cam Morris graduated from Williams College, and Edward Morris earned his degree at his father's alma mater, Harvard College. The family summered in Cape Cod and Lake Placid, and H.C. Morris regularly visited the area's golf links, where he shot consistently in the low 80s. *Krumbs* reports a number of Morris-sponsored jaunts to the splendid Pine Valley course in New Jersey.

For the Baurs and Morrises, the postwar era seemed one in which they would enjoy the fruits of their thirty-year labor. Cam Morris joined the company, and young Phil Baur, Jr., worked at the Hunting Park plant summers while he attended Haverford College. Baur's daughters Louise and Marie were married and settled; the third, Marguerite, worked on the family farm. Edward Morris was inclined towards writing and had a short story published in *Atlantic Monthly*.

The Morris family, with Cam and Eddie at the reins, at Lake Placid in the 1930s.

In 1951, the world of Tasty Baking Company changed abruptly, when Philip J. Baur suffered a stroke and died. In *Krumbs*, a black-bordered news flash in the September issue announced the "tragic and sudden death of our good friend Philip J. Baur, co-founder of our company." The following month, beneath a photograph of P.J. Baur in a three-piece suit with the legend "Philip J. Baur/1885-1951," came the obituary, with the following last two paragraphs:

"Mr. Baur moved here in 1914 when the Tasty Baking Company was established. From the very beginning it was successful. His productive genius turned out cakes which were so far superior to the average baker's cake that they sold as fast as they could be baked. During the 38 years that he supervised the production of our products he was constantly experimenting and trying in every way to improve the quality and production methods used.

"This summer on a well-earned vacation he flew to Europe with his family for a short trip. While returning with his son Philip, Jr., he suffered a stroke enroute and the plane made an unscheduled stop at Boston to rush him to the Hospital. He died in Massachusetts General Hospital on September 12th a few hours after being admitted. Our deepest sympathy is extended to his family and many friends."

(From left), Philip J. Baur, Sr.; his wife, Emma; daughter, Marguerite; and son, Philip J. Baur, Jr. The photo was taken at a family reunion in Switzerland immediately before the elder Baur's death in 1951.

A favorite family portrait of cofounder Philip J. Baur and Emma Baur.

Phil Baur, Jr., recalls that he had traveled west with a friend in the summer of 1951, between his junior and senior years of college.

"I flew home to join the family–my mother and father and oldest sister, Marguerite, and that is when we flew to Switzerland. Then my dad and I had to fly home because I had to get back to college, and that was where he took a stroke, 30 to 45 minutes outside of Boston. We landed at Boston airport, and I went with him to the hospital. Louise and Paul Kaiser came up, and he died that night.

"Ours is a family that doesn't panic. Most of what we have gone through, I can't remember the family ever really panicking over anything. We pretty much take the situation as it comes and do what we have to and go ahead."

Louise Kaiser was at the dentist in Philadelphia when she heard:

"It was a rainy day. They got hold of me at the dentist, and then Paul and I met at the airport. It was a real race to get to the plane. My father had had a very serious stroke; the doctor said he would have been a vegetable if he survived. He couldn't have stood it. He was too active in his head; also, he had always been active at home. If it wasn't the sailing, it was the cattle business, the farm."

Paul Kaiser, who was Baur's son-in-law and was to serve as his successor, recalls him as "a very friendly fellow."

"He was very easy to talk to. He was very assured of himself. He had very firm ideas. I was interested in his method of operation, the way he carried his notebook and made notes constantly, and we talked about the use of our minds and how to make the subconscious mind work for you. He was a great believer in this, that you take a problem on, and you really shouldn't be discouraged because you couldn't solve it immediately. If you put it in your subconscious, the solution would occur, and it could occur in the middle of the night. He would keep his notebook with him, because he never wanted to forget anything, and he got me doing the same thing.

"He loved the company. He talked about it all the time. When I first got to know him, they were trying to mechanize the operation, and he continually talked about trying to do a better job of mixing in a particular mixing machine that was going to replace a lot of people with ladles and buckets and that sort of thing, and how he could get air into the batter and air out of the batter.

"Then he was constantly visiting other plants. Whenever he could get in a plant, he just went in it, regardless of whether it was food or whatever. He got one of his greatest ideas from seeing toy soldiers being made. I guess they were on a chain line, and then they went through some process where they heated the metal and poured it in the mold, and then automatically it went through the whole process. He visualized that there was no reason that a cake couldn't be baked the same way.

"With that packed into his subconscious he started developing the new mixing techniques, but the big thing that had to be gotten over was the bottleneck in the ovens. You see, you would mix in one part of the bakery and then truck it over and dump it in the pans. And then the pans went into the ovens and came out the end of the oven, and then you stacked them

up. Then sometime later on, maybe three or four hours, a cake would sit out there drying out, and then finally they'd get it and the girls would package it.

"Well, the first step was to get traveling ovens so they could dump the batter in and then get it through and get away from handling all these pans. That meant automatically washing the machines.

"He was always talking about the next step. Anyplace we ever went, even on vacations together, he visited the bakeries right away and would buy all kinds of baked goods and take them back to the room and taste them. Many times we'd taste and he'd say, 'The way that tastes it won't fit into a mechanized operation.' He wasn't going to make anything that wouldn't be mechanized.

"He lived and slept his business constantly, and he was a great gadgeteer. On his sailboats he was always inventing little things to make things work faster and easier. He was, I would say, a genius in the art of baking and mixing and how to mix the ingredients to make the finest cake, and he was a very gifted fellow in developing machinery to do it and organizing the production organization.

"He was very good at finance, too. He constantly exercised his mind mathematically. He had great fun in challenging anybody to multiply three or four sets of figures and come up with an answer faster than he could.

"Even when he drove his automobile, he had his watch sitting there, and wherever he was going, he wanted to know how many miles per hour he was doing from the stopwatch. Even though we'd go someplace many, many times, he'd go there differently lots of times to see if he could do it quicker. And he knew right away that the last time he did it, it was so many hours and minutes or so many minutes, and now he was going to see if he could do it better. This is the way he operated all the time. He was very, very fast mentally."

The death of Philip J. Baur ended the 37-year partnership that had guided the Tasty Baking Company. A new era was about to begin, and a new, quite different company would emerge.

Meeting the Needs of a Changing Society

1951-1981

Philadelphia in the late fifties. This Frank Horahan photo shows a skyline that remains lower than Billy Penn's hat.

The Tasty Baking Company entered a new era with the death of Philip J. Baur. Its history, after all, had been a collaboration, a collegiality so close that Baur and Herbert C. Morris always shared an office, always solved problems together, always maintained a separation of duties: Morris was in charge of sales and its associated functions and Baur in charge of production.

Now, suddenly, the man who had baked the first Tastykake, whose formulas and devices had created the line of products that supported the company, was gone. There were no provisions for transition, and there was no way, simply, that Baur could be replaced.

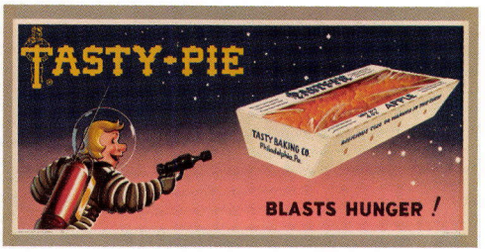
His death coincided, moreover, with a change in the marketplace. Philadelphia, like all major metropolitan areas, underwent the transformation of the postwar boom, with a burst of housing in rings around America's cities, a move from urban squares and neighborhoods to suburban tracts and housing developments, and above all a baby boom that altered forever the way in which food companies did business.

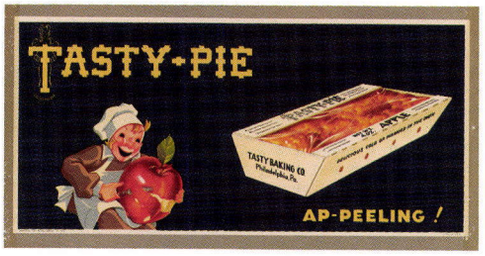
For one thing, the Mom and Pop stores that were the backbone of the Tastykake sales structure began to decline in importance as even Mom and Pop moved to Northeast Philadelphia, to Overbrook, to New Jersey. Their place was taken by chains of supermarkets, stores that provided large quantities of mass-produced goods for the seemingly insatiable appetites of Americans and their kids. With their centralized buying practices and their preference for full shelves, the supermarkets confronted the Tasty tradition of selling less to sell more. Managers and their customers were less interested in seeing stales destroyed before their eyes than in seeing long aisles packed with products.

An early supermarket. Chains offered much greater shelf and display space than Mom and Pop stores.

For another, advertising methods were in transition. While Tasty Baking Company continued to earn high recognition for its billboards and posters, other companies were cashing in on the new media, sending their message to potential customers through the radio and television air waves. Moreover, numbers were replacing intuition as a means of choosing markets; targeting products to specific audiences was the new order of the day.

A selection from the many billboards that promoted Tastykake products through the years. The company's advertising displayed a wide variety of style and approaches.





The company was slow to adjust to the revolutions, partly because its record of success was virtually unblemished for nearly four decades, and partly because the changes were so profound that they were difficult to anticipate.

The death of Philip J. Baur underlined the realization that the company needed to change, and that it needed to do so quickly. H.C. Morris tried valiantly following his partner's death to find solutions, but Baur, as the broad-based overseer of all production, was not immediately replaceable. The even split of the board of directors of the privately owned company had never before posed a problem; suddenly, the table that had served Morris and Baur as a mutual workplace became a barrier between representatives of the two families and their supporters.

Emma Baur had never dealt with business. She turned to Paul R. Kaiser, the husband of her daughter Louise. Kaiser was a successful insurance salesman with good contacts around Philadelphia. He and Louise joined the board of directors, and Kaiser became a vice president in the company.

At that point the Morris family was represented on the board by H.C. Morris, president and chairman of the board; A.M. Wessels, vice president; and Joseph Pugh, Willavene Morris's brother-in-law. The Baur family representatives were Paul R. Kaiser, vice president; DeHaven Kane, secretary; and Louise Kaiser.

To break the logjam on the board of directors, Kaiser suggested the addition of Carl Chaffee, a respected Philadelphian who was executive vice president of First National Bank. Kaiser felt that an outsider could provide an objective point of view in short- and long-term decision making.

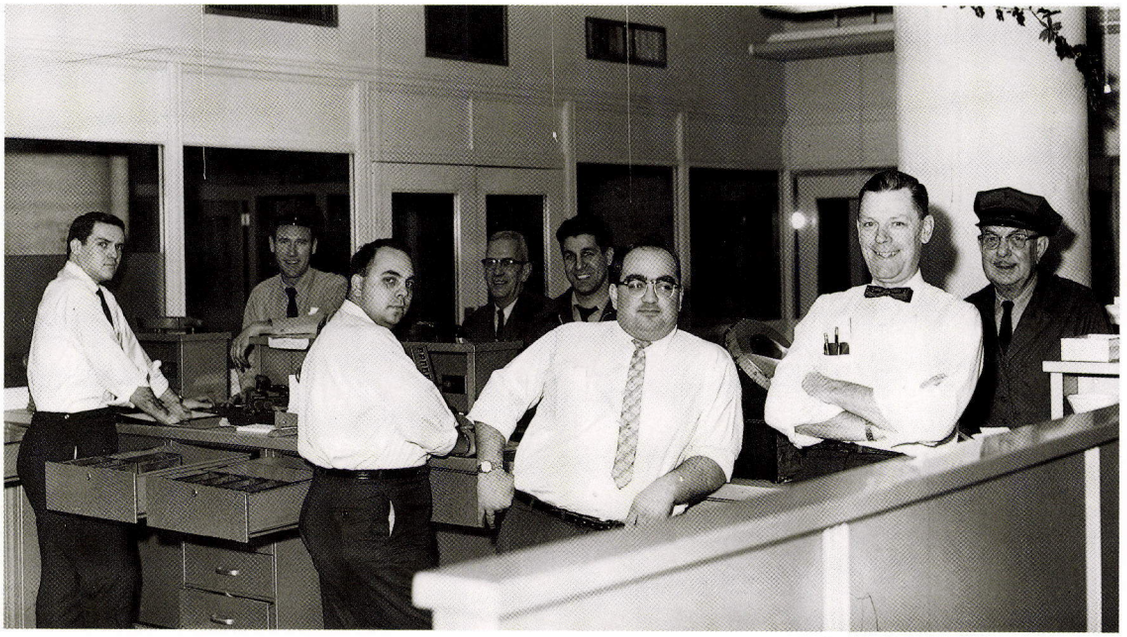
The structure of control left by the death of P.J. Baur was extraordinarily complex. Of his original stake in the company, which was 50 percent, Baur had maintained 90 percent, or 45 percent of the stock of Tasty Baking Company. The other 5 percent of stock was dispersed among his brothers and sisters and their families.

The Morris family stake, on the other hand, originated with E.K. Sober, Willavene Morris's father, so that the other 50 percent of the company belonged to members of the Sober family and not to H.C. Morris.

When Kaiser determined that the Sober interests, and particularly Joseph Pugh, were seeking buyers for the company, he set out to purchase stock beyond the holdings already in the hands of the Baurs. Thanks to P.J. Baur's farsightedness in providing for his heirs, Kaiser was able to put together a package of assets, personal loans and mortgages to cover the family's needs. Eventually, he purchased an additional 15 percent of the company for the Baur family from Willavene Morris's holdings, paying a significant premium for those holdings.

When the dust cleared, the Baur family held a controlling interest in Tasty Baking Company. Paul Kaiser assumed the presidency, and H.C. Morris, who had served as president since 1914, continued as chairman of the board.

Paul R. Kaiser, the second president of Tasty Baking Company. He was a successful insurance salesman before joining the company in 1951.



The old settling room, where salesmen tabulated their daily receipts. It later doubled as Paul Kaiser's first office.

The realignment paved the way for the Tasty Baking Company to meet its future, but it was painful for both parties. In an interview, Paul Kaiser recalled his first assignments as vice president as frustrating:

"I didn't have an office, but I went to the settling room, where the salesmen came in and settled up at the end of the day. I got a tall file cabinet, an old table, and a chair under a globe in the corner of the room. I was vice president and director of the company, and there I sat.

"I set up my own little program to learn the business. I figured as a director and officer I was going to learn the business. I went upstairs, and I learned how they were baking–not to be a baker but to sit in on all of their meetings and try to get to know them. And I went out and rode routes to understand what was going on. And I studied the business. They did not have a pension plan or any group insurance. Because of my background, I set up a pension program.

"Carl Chaffee agreed to go on the board with full power to operate as an individual and not be chained to the Baur interests or the Morris interests. He was to call them as he saw them. If he thought Paul Kaiser wasn't up to it and couldn't do it, he was to say so, to ring the bell on me, and the same thing with Herbert Morris. He agreed that if he had full right to act as an independent director, he would do this.

"Now, Mrs. Baur was willing to go with this with a feeling of security because Louise would be on the board, Louise would report back to her; Louise would report to the sisters as they would like to be reported to. And so it was a fine deal. And had I not had a mother-in-law like this,we couldn't have worked it.

"I don't think people realize that there was this very small, thin, fragile line between the continuation of the company and the sellout, because any widow in her place, with all her sadness and emotions, isn't going to fight with Herbert Morris and the other interests, and that would have been the end of it.

"When I was in the insurance business, I worked with a guy in Vineland who was a glass-blower and bought some movie theatres. One day, he's standing with a long tube blowing glass, and all of a sudden now he owns theatres, and he's a millionaire, a multimillionaire. I said to him, 'Mr. Hill, how could you possibly bring yourself to take the chance of your life savings to put it into a movie theatre, a little movie theatre, when you knew how hard it was to make money blowing glass?' And he said, 'Paul, I stood on that darn chair for so many years blowing glass and turning that iron rod, I figured I can't blow glass any faster than I'm blowing glass, so I can't get any richer than I am now. So I'm willing to take what little savings I've got, and I'll put it into this theatre business because I really can't lose. If worst comes to worst I'm back standing on this damn thing blowing glass.'

"That's why he did it. So I figured, I'll do this, because there is so much to be gained with this company. With the respect I had for Phil Baur and his desires, watching him work so hard and put so much money into assuring that this stock would stay in the family and could be a real value, I felt absolutely I had to do it. And at the worst, I'm back selling insurance."

Norma Deess, Morris's secretary, remembered her boss's reactions to the changes following the death of his long-time partner:

"After Mr. Baur died they brought Mr. Brierley into the office. He came down and sat at Mr. Baur's desk, and Miss Smith wound up working for him. Then Mr. Kaiser came in.

"I'm not sure what his position was at first. The office he occupied when he first came in was what they used to call the country sales office. Then he became president of the company.

"Mr. Morris, as I told you, was a very conservative person. He never talked much about what was going to take place. One day he said to me, 'I would like to take you to lunch at the Philadelphia Country Club because I have some things to tell you.' When we went out there, he said to me, 'I am going to be chairman of the board. Mr. Kaiser is going to be president.'

"He went to the board meetings, conducted the meetings and signed the minutes. Although he came in every day, he told me that he didn't think he could expect to have the same business relationship with anyone else that he had had with Mr. Baur."

As it has throughout the company's history, *Krumbs* reflected the change in Tasty's administration. In February 1954, a new double-size, four-page format replaced the familiar digest after thirty-seven years. In the upper right-hand corner, the new president, Paul Kaiser, introduced the issue with a few paragraphs over his signature:

"The highlight of the past few months was the very wonderful banquet planned and efficiently managed by the members of M.B.A. (Mutual Benefits Association). It was a pleasant experience to me personally, and I

Paul Kaiser signing the contract for the new employee Blue Cross/Blue Shield benefits, initiated in 1956.

am sure it was heartening to those who worked so hard to see the increased attendance over last year.

"I think this certainly indicates the fine job done by M.B.A. president Ed Green, and the cooperation given by his fellow officers, with special emphasis on the Entertainment Committee and Miss Chris Boschetti.

"This new streamlined KRUMBS should make for better and easier reading. It is published for your enjoyment and information, and any helpful suggestions or contributions will be welcomed by the editors."

Quickly the new president's input was felt. Krumbs described and explained new health insurance policies, new insurance against sickness, and announced enrollment in a Blue Cross-Blue Shield plan.

In his observations in April 1954, Kaiser reported that the Tastykake territory had grown to cover parts of nine states and the District of Columbia and that the Delaware Valley had become the largest and richest market in the United States, with 22 million customers spending $23 million, including $6 million on food products.

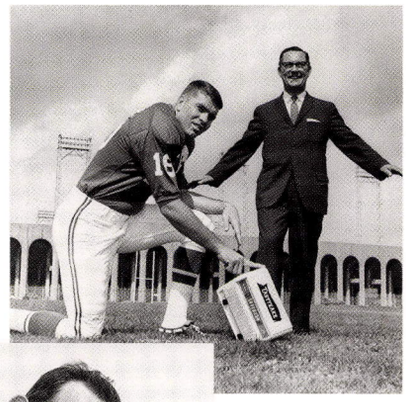
And in that issue *Krumbs* announced Tastykake's new television show in Newark, a program called "Jolly Jack Gleason's Fun Time." Soon, the company signed a contract to sponsor an Eagles-Lions game through WFIL and other stations.

Not surprisingly, the company soon took on the characteristics of its new president. He was young, outgoing, enthusiastic, a born salesman. Paul Kaiser is 6 feet, 5 inches tall, athletic, a striking and imposing figure even today in his seventies.

Born in Wisconsin in 1916, he moved to Woodbury, New Jersey, when his father, who managed dynamite plants for DuPont, was transferred to the area. A good athlete, he played several sports for Woodbury High School. He attended Virginia Polytechnic Institute and Rutgers, with the intention of becoming a chemical engineer, but left in 1939 to work for DuPont.

Shortly afterward, while vacationing at the Jersey shore, he was invited to crew Louise Baur's sailboat. Eventually, they married, and after a stint in the service during World War II, Kaiser returned to the Delaware Valley and joined Connecticut General Insurance. He rose quickly in the

Ed Kimes preparing to kick off Tastykake's radio sponsorship of Philadelphia Eagles NFL games while Eagle quarterback Norm Snead holds. Pat Hurley (below) with Sam Huff of the Washington Redskins.



ranks; within three years he was one of the company's top life-insurance salesmen. His life was comfortable. He had independence and success at an early age.

The death of P.J. Baur changed Kaiser's career abruptly, but the company turned out to be a perfect fit for him. In a way, he became one of the company's marketing tools, appearing frequently in the newspapers and later on television. He was active in the community, a notable fund raiser for Republican candidates as well as the United Fund, and a regular at pro-am golf tournaments.

Louise Kaiser, too, was highly visible. A striking, intelligent woman, she served the Tasty Baking Company as a board member for years. Her commitment to Women's Medical College, as a board member, helped see it through its transition to The Medical College of Pennsylvania, and she also served on the board of St. Christopher's Hospital.

Both Kaisers led active lives, participating in outdoor activities, and both Kaisers were licensed pilots. During Paul Kaiser's tenure at Tasty Baking, the company would add a helicopter and heliport as well as company airplanes.

Through their years with Tasty Baking, Louise and Paul Kaiser were both licensed pilots and enthusiastic flyers.

The enthusiasm of Paul Kaiser transported itself into company affairs, none more notable than advertising, in which Tastykake became a staple of the Philadelphia sports scene and became much more visible in the emerging media. In our conversation in 1988, Paul Kaiser recalled the dramatic change in Tasty Baking Company's advertising policies:

"Herbert Morris started his own advertising department, headed by a fellow named Barclay Knight. But in those days, I think the agencies got nice commissions to place advertising, and instead of that commission going to an agency, Morris had his in-house advertising agency. Knight would go to the newspapers, place the ad directly, and save the commission.

"However, certain media would refuse to accept it because they felt that they wanted to recognize the agencies, that if they recognized the agencies, they'd get more advertising. This, I felt, was inhibiting the ability of Tasty to advertise the complete spectrum, and it was.

"At that time, the advertising was based on billboards. The theory then was that as you left the bakery, there was a big billboard of advertising, and the drivers saw this. They had developed two little baker boys that they called Herb and Phil. They were quite sweet little ads and had a very

Herb and Phil, the baker boys featured on many Tasty Baking billboards. They also decorated delivery trucks and newspaper ads.

fine impact, but they covered only a certain segment of people who were riding automobiles. As good as they are, I didn't believe billboards were doing the complete job.

"However, looking at advertising, I thought, 'What does the public really appreciate?' I came to the conclusion that most people will assume an obligation to take a look if you give them a service. So I tried to think in terms of how I could turn advertising money into a service to the customer and then what kind of a service I could deliver to them.

"Not only that, but in the summertime we put tarpaulins over some of the machinery because with school out we didn't have the same level of production. We were looking for a way to keep the plant going at a full level.

"Out of this came the idea of National League baseball. It could reach a whole group of people that maybe weren't turned on with seeing Herb and Phil run around on a billboard. We found, when we looked into it deeply, that the baseball audience was broader than most people thought. In those days, there was a lot of afternoon baseball, and mothers were listening to it on the radio; and when TV came in, they watched as well. So I figured this would be a service to mother, and it was great.

"Then we thought to advertise so that the mother would enjoy more than the game, by putting on an advertisement for our product that wasn't just, 'Bang, bang, be sure and buy Tastykake.' We looked into bringing into the scene some of the top Hollywood stars. We got Joe E. Brown, and his advertisements were absolutely fantastic, the way he would eat a Tastykake in the end with that big mouth, smacking his lips. Betty White was terrific. Then we got Shari Lewis, with the puppets; the puppets would talk to each other, and they'd say crazy things, and you could laugh.

Shari Lewis and her puppets, a favorite with young TV watchers in early Tastykake commercials.

Joe E. Brown at the captain's wheel. His famous smile sold a lot of Tastykakes.

(Above) Tasty Baking art director John Maloney with the comedian during a production session.

C.R. Vidinghoff, Thacher Longstreth, and Pat Hurley check the location of a Tastykake ad, like the one shown above, in an issue of Saturday Evening Post with Post representative Bill Hoover.

"We signed up fairly quickly with the N.W. Ayer advertising agency because they were national and I thought we would get national-level account executives. They did a good job; they worked hard, and they did do a good job.

"We had one exceptional guy on the account, Pat Hurley, and when Barclay Knight retired, I brought him into the company to be the head of our advertising department. Unfortunately, he died early with cancer.

"I brought Pat in because I felt he knew exactly how agencies operated, and he knew exactly how to stick his neck in there and make sure they gave us what we deserved. Pat was very outgoing, easy to talk to. People liked to work with him. He was easy with the agencies that he worked with because he understood the people, how they had to get out the work.

"It was through the agencies that I got Thacher Longstreth. I backed Thacher to become mayor of the city of Philadelphia in 1955. Then when he went with the Aitken-Kynett agency, we switched to him because I felt he was a man that was well known in Philadelphia. He was going to be the head of our account; that's what caused me to switch to Aitken-Kynett. I wanted Thacher Longstreth. He worked with Pat Hurley very well, and we really got top service out of that."

Shortly before Longstreth and Tasty began their relationship, Charlie Vidinghoff replaced Fred Pierce and became vice president for sales and marketing, a position he maintained until 1971, when Ed Kimble succeeded him.

Pierce was a quiet, serious man who had come to the company in 1929 after teaching for five years at the Wharton School of the University of Pennsylvania, his alma mater. Vidinghoff, a graduate of Hobart College, was more like Paul Kaiser, tall and outgoing, motivational rather than theoretical. Oddly, Pierce and Vidinghoff died only three days apart in December 1988.

Charlie Vidinghoff, shown here with Richie Ashburn and Cookie Rojas, was vice president for sales and marketing when Tasty Baking Company initiated its participation in baseball programming.

Thacher Longstreth is in many ways as much a Philadelphia legend as Tastykake, a familiar sight at all levels of the city's life. Still in politics despite two unsuccessful runs for mayor, he serves the community on the City Council and on a number of corporate boards, including the Tasty Baking Company.

His first contact with Tasty, though, was as its account executive when he was with the Aitken-Kynett advertising agency. In an interview in his office in City Hall, he recalled that he got the account because of an interview with Burry Biscuits of northern New Jersey. When Mr. Burry told Paul Kaiser of his meeting with Longstreth, Kaiser was prompted to offer the Philadelphian a job at Tasty. Longstreth declined but suggested a relationship through the agency.

In an interview, Longstreth described his early affiliation with Paul Kaiser, with Tasty, and with Charlie Vidinghoff.

"I said, 'I have an idea where I can go to work for you and it won't cost you a nickel. Why don't you hire my advertising agency? I will be the account executive. I will be the person who works on your account. I will work the majority of my time on your account. I will service it myself, and I won't go to anyone else in the place, and I think I will do a really good job for you.'

"I believed that I was going to get the account. On the other hand, I wanted to get it under circumstances which would optimize the working conditions with these other gentlemen, who were apt to be a little bit bitter if Paul forced the agency on his management team. It worked out very nicely, because I did make a series of good presentations. Charlie Vidinghoff and I hit it off together and remained lifelong friends until his death. I have never had a happier, more productive business relationship in my life with anyone than the one that came out of that Tasty coincidence that brought about the advertising relationship.

"I handled the account for eight or nine years, and we had such a warm relationship that when I left Aitken-Kynett shortly afterwards, they asked me to go on the board, and I have been on the board ever since.

"We did two major things while I was the account executive. First, we developed the participation of Tastykake in baseball to a very substantial degree.

"However, here I have to give total credit to Paul. When I went to Paul to talk to him about this individually before we made it a formal presentation, Paul said to me, 'I can't argue with your point that you are reaching more of an audience, but to tell you the honest truth, that audience is pretty well sold on Tastykake products right now.' He said, 'Our weakest segment of the three buying factors–men, women and children–is men. I think the impact of men upon the purchasing of our product can be improved, and I think that baseball can do it because it is a dramatic powerful media.' He said, 'The merchandising ability of baseball and its impact upon our driver/salesmen and upon our dealers is enormous, and I think that it will solidify particularly shelf position and the amount of display that we get in the stores and tie in beautifully with that particular advertising media.'

"Miss Tastykake" helped welcome the Phillies in Philadelphia's 1956 Opening Day parade.

(Above) Charlie Vidinghoff, complete with firemen's hat, on the "Rescue 8" set. It was Charlie who came up with the idea for the "Time out for a Tasty break" slogan and "T" sign, demonstrated here by Pat Carroll, a popular TV comedienne and Tastykake spokesperson.

"I think he was right, and when I talked to him, I listened to him, and I supported what he was saying. Part of it was professional, and a part of it was purely subjective because I love baseball, and the idea of having a client as heavily into baseball radio and television as Tastykake just absolutely thrilled me to death and also enabled me, of course, to get very, very close to the Phillies.

"Then we got into a television series called 'Rescue 8,' which we ran during the six months during the year when baseball is not on, essentially to keep up a strong presence on television.

"Then we developed some cartoon-type advertising to replace Shari Lewis. We felt that Shari Lewis had been there for several years and used up her excitement value, and we developed a cartoon which went something like this: 'Clap, Clap, Clap and Hum, Hum, Hummy, Tastykake Cake and Pie, So much fun to put in your tummy, Tastykake Cake and Pie.' Since I helped to write those words–I had nothing to do with the music–I will never forget them. So we had a lot of fun with that.

"That became the Tastykake song for a substantial period of time. Charlie Vidinghoff used to love this time-out song, and Charlie pointed out to us that when you yell 'Time out!' in basketball, baseball, or football, the player would usually turn to the official and give that *T* sign with one palm at right angles to the other palm, forming a *T*. Charlie felt that it would be easy for us to develop this into an advertising approach that would make the time-out signal indicate Tastykake every time anybody did it. It was a marvelous idea because people constantly do it.

"At the time, we decided to use Joe E. Brown in our baseball commercials, so the tie-in between Joe E. Brown and his outrageous antics in the

The Philadelphia Orchestra and a scene from the Nutcracker Suite. For several years, Tasty Baking Company sponsored the Tastykake Christmas Hour on television.

advertising and the use of the Tastykake *T* gave us an advertising theme that we stayed with for about five or six years that was very successful. I thought it was the most successful advertising that they had ever done."

Longstreth left Aitken-Kynett to become executive director of the Greater Philadelphia Chamber of Commerce, at which time he joined the board of Tasty Baking Company. Soon afterward, the company became affiliated with Lewis and Gilman, which remained the Tastykake advertising agency until 1981. During that quarter-century or more, Tastykake continued to sponsor sports teams, the Flyers, Eagles, and Phillies, as well as the Philadelphia Orchestra. Its spokespersons have ranged from Dick Clark to Bobby Clarke, from Shari Lewis to Richie Ashburn and Bill White.

Richie Ashburn (left), the announcer-spokesman for Phillies baseball, sponsored by Tasty Baking. Bill Campbell (right) announced play-by-play.

Philip J. Baur, Jr., was about to begin his senior year at Haverford College when his father died. Though he originally planned a career in medicine, he has spent thirty-five years working on Hunting Park Avenue, and he remains chairman of the board of Tasty Baking Company at this writing.

When we spoke, he recounted his earliest days as an employee of the company, at which he started at the bottom, with no intention or expectation that he would one day reach its executive ranks.

"I finished out Haverford, graduated and was accepted at Temple Medical School. I had been much impressed when I went to my father's viewing by the warmth of feeling that I got from the people from the Tasty Baking Company who attended his service. Going through the summer, I really wasn't all that sure that I could take another four years of books, but I went to medical school. I think I went two days, and I decided this is not for me.

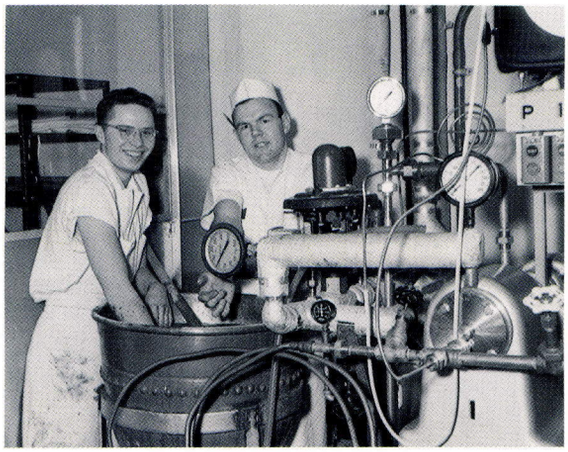
"I began in the maintenance department. When we were first married, we lived in an apartment over at School Lane and Wissahickon Avenue, and I can recall leaving here several times wearing my work clothes–which we were not supposed to do; we were supposed to change our work clothes–and arriving back at the apartment quite dirty from having worked in or under or with equipment during the day.

"I worked under John Wettig, who was head of the maintenance department. They taught me some welding, making some simple things, using the heavier equipment–general maintenance work.

"I had no designs coming into the company that someday I would be head of the department or president or chairman. I was quite happy to be given an assignment, and my pleasure was in doing the best job I could in that assignment. If I could do a job and move up and do something with more responsibility, fine. If not, that was fine, too.

"I guess I inherited my father's skill as a tinkerer without realizing it. He had a very simple workshop in his cellar on Westview Street, and I would spend quite a bit of time with him in the workshop. Growing up, I made model airplanes out of balsa wood. Looking back on it, he probably gave me appreciation for a number of tools and how to use them, and when I worked in here it added to the proper use of the various tools.

Philip J. Baur, Jr., who began his career at Tasty Baking in the maintenance department after graduating from Haverford College.



Phil Baur, Jr. (right), in the Tasty Baking laboratory, where he spent many years.

"When I moved to the laboratory, my first assignment was to work with the people in the laboratory to learn their jobs. They did various tests on the incoming ingredients. They tested the flours that came in, the shortening that we used, the fruits. They also, of course, tasted the product. The laboratory did a good bit of work on new products.

"I was teamed up with George Beier. George was a German-born master baker who had learned his trade in Germany under the old apprentice system, where much of the mixing was by hand without mechanical equipment and if you did not do it right you got a box across the ears. He was a delightful gentleman, and he gave me a broad range of baking experience, not only the small cakes and pies, but Danish and puff pastry, eclairs, pies, pie dough, bread, rolls, even to the making of candies with liqueur in the center of them. He showed me how to do them all.

"He must have been 55 or so then. He was a hard worker and extremely dedicated. He had one leg shorter than the other, so he had a lift in his shoe, and it was probably four inches. In the latter years, this caused either deterioration or arthritis to set in on his hip. He never missed a day. There were times when he would work literally with tears coming down his cheeks from the pain, but he could do the work of two or three people. He was a man of great determination.

"Rene Pouchain, the director of the lab, was a very mild, low-key person, who had a good reputation in the industry for his work with flour, which was the critical factor in the unique quality of Tastykake products. As George Beier always said in his mixed English/German, "You use as little flour in the recipes as you can get away with it." So in our recipes, we would use as little flour as possible by developing the gluten in the flour to its maximum.

"That gave our cakes their keeping qualities and unique chewiness. It also gave us recipes that were, and are, very delicately balanced. There was a gentleman who worked in our laboratory, and when he left, he took our recipes and gave them to a competitor. But without knowledge of our mixing methods, they could not duplicate our products.

"Our people still work full time and very hard at making sure that what comes out of the ovens is the way it should be, and if we relax in our attention to our recipes and details it does not take very long for our product to begin to deviate from our standard.

"Margaret Pokorny, who worked in the lab, was an extremely dedicated woman, very good at what she did, which was sampling products. The people in the laboratory are charged with the responsibility of evaluating our products daily, without knowing when we change from one carload of flour into another one, which might happen in cupcakes two or three times a week. She and the other samplers could pick up subtle changes in the product when we moved into a new car of flour. Thanks to her and our other samplers over the years, we have been able to maintain our product at the quality we wanted. She was a delightful, absolutely dedicated person who would spend her eight hours a day continuously sampling cake."

Margaret Pokorny, who gained fame as the official Tastykake taster.

Margaret Pokorny became the Tasty Baking Company's most famous employee in the late 1950s, when a news release about her job as taster in the lab mushroomed into a national phenomenon, with articles in newspapers and on wire services throughout the country. In addition, she appeared on television talk shows throughout the company's marketing area.

Now Margaret Pokorny Farkas, she tells a story about Tastykake that crosses the generations. Her father was a printer who emigrated from Hungary and found no work in his trade. Answering an ad for a baker at Tasty in 1928, he was picked out by Charlie Probst, who reportedly said, "You look like a baker."

Margaret Farkas graduated from the Pennsylvania Academy of Fine Arts in 1936 and found that employment for a young artist was as unlikely in the Depression as for a Hungarian printer. John Wurst, then assistant production manager, was the first to interview her. He then passed her on to Harry Kriebick, who was in charge of all baking except the sponge cake. She was hired in baking, and she worked in the cereal department. After a short and frustrating stint in production, she moved into the laboratory, where she remained until she retired.

At her desk. Thanks to a public relations campaign, she was featured in national news stories and on TV talk shows.

Margaret Pokorny with John Wurst, director of research and development and head of the quality control laboratory.

In the meantime, her family helped Joe Farkas, a Hungarian Freedom Fighter in the 1956 uprising, resettle in the Philadelphia area, and he eventually wound up at Tastykake, where he worked until 1984. Joe Farkas became Margaret Pokorny's husband in 1963, and the two live today in a house on a quiet street in the Northeast section of Philadelphia, where Margaret Pokorny Farkas recounted her history with the company.

"At the time I started in the lab, Mr. Pouchain was the head chemist, and William Van Meter, who was a graduate chemist from the University of Pennsylvania, took care of all of the analytical work. I owe everything to Mr. Van Meter; he taught me chemistry. I did all the analytical work in the lab at that time, the flour, eggs, water, and cocoa, and some of those tests were quite elaborate. My title was Organic Lab Technician.

"Mr. Pouchain traveled a lot. He had a lot of good sources and brought a lot of things into the company, so we got the flour machines, which I think are still being used to test each shipment of flour, and we would run graphs on them so we'd see the development, the time it takes to develop the gluten and how fast it breaks down. That was extremely important because each shipment of flour can be different even though it's the very same product. Having these charts, having the moisture, the protein all in hand and then the development from the farinograph, the bakers could see whether they would have to mix a little longer, mix a little less, mix a little stronger, whatever. That was a big help.

"And then we got another machine, the extensigraph, which was for testing the dough. It was very good for pie dough. It would show a particular line and tell you about the toughness and the shortness of the dough.

"I was there at the time that the machine was brought in from Germany. A German man came and brought me a booklet, and I had to set the machine up. I always like the fact that I could remember that I was the one that set up the procedure.

"We did everything; we even tested the water every morning for the boiler. And not only that, but every time a shipment and carload of eggs came in, yolks or whites, I would have to go down with a thermometer. No one else was allowed to do it. One of the foremen opened the door for the first time, I thrust the thermometer in, we closed the door, and then I checked my watch for so many minutes, took my thermometer out, to determine whether we would accept that cargo or not.

"And then we took cans out from different parts of the car. I would examine them, we would look them over, and if anything was not exactly in the condition that it should be, completely frozen and clean, then we would call somebody down and we took samples out.

"Those samples were sent up to production. Production laid them out–that was the weighing and processing part of production–and I would call Mr. Pouchain and Mr. Brierley and Mr. Wurst. Mostly, it was just us and the foreman from weighing and processing. We would examine the eggs, whether they were yolks or whites, whether we would accept them, whether they were questionable. It was all discussed at that time, and I would have to make reports on everything, lots of reports.

"Mr. Beier was a master baker from Germany. He had a very interest-

ing life. He was born into a family of bakers, and he went out on his own, and he got a job in just about every well-known bakery in Germany. Everywhere he went, he learned the recipes because he was so smart that while everything was kept from the bakers he was able to get it into his head. He worked so much into his head. He was a master baker.

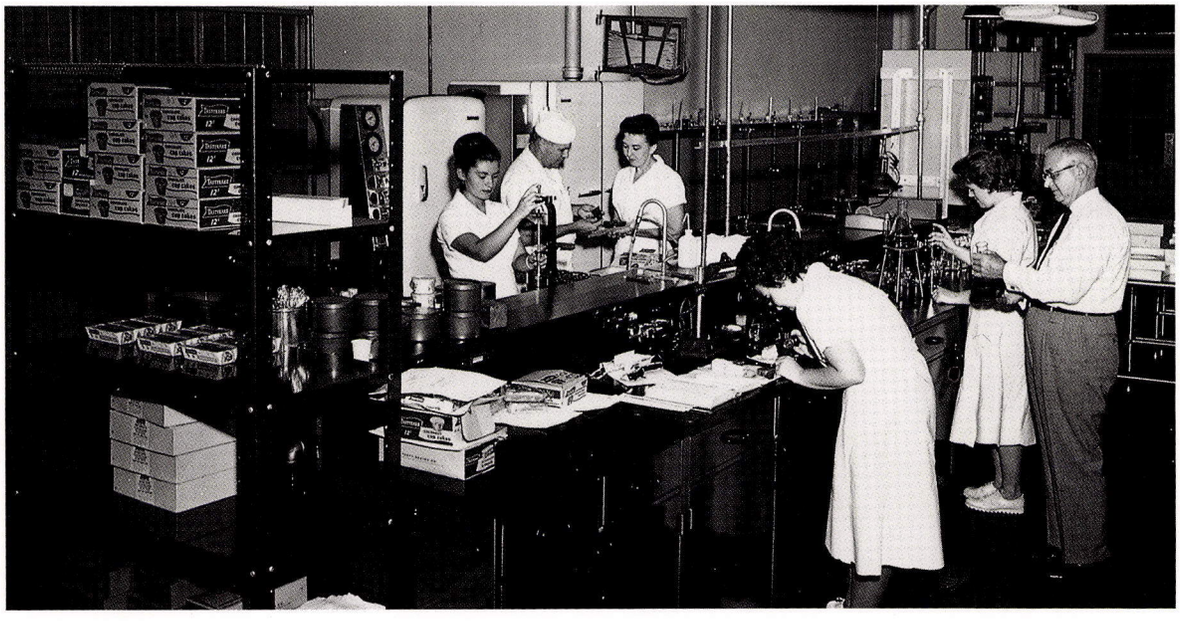
"He had suffered terribly from arthritis, and he had a metal hip. There were a couple of times when he passed out in work, and eventually they couldn't trust keeping him up there in the sponge cake department because he would fall and hurt himself, so they brought him into the lab.

"I worked with him. He was a real German; he wrote things in German and I was his translator. We became very good friends. He was one of the best friends I ever had. He taught me how to make beautiful little roses and birds and things like that for cake decorating with sugar and water. He was the real baker.

"We were always testing, either testing out a new material or a new method or a change in the recipe. In order to do that, production department developed the ideas, the bakers and the icing people worked out the product, and I got the sample. Perhaps one set of samples was three different boxes; sometimes I had as many as five boxes, all one set. I would get them day after day after day.

"We maintained one of the incubators at 104 degrees, and the products were put in there for six hours, then transferred to 95 degrees. Another set, the very same, was put at ideal room temperature in a room downstairs kept at 70 degrees. Then as the products aged, I had to look at them from three days on, take the samples out every day and go through each sample, test them, compare them, see how they were holding up. In this way we maintained the quality of the products, or we developed a better product, or we accepted a new product.

"This was the method to test new ingredients, and served as both the experiment sampling and the method for keeping quality. It is very important to know how the product will hold up under poor conditions. In those



Here Margaret Pokorny with Mr. Wurst and co-workers. The laboratory was the scene of constant testing.

days, we had Mom and Pop stores, and when we first started sending cakes down to Florida, it was important to know how our products would travel through the different climates.

"What I inherited was a carton of cakes and pies every morning when I got in. I went to pick them up at the elevator. They were from the previous day's production, and I sampled them. I also inherited a report that was sent out to everyone from Mr. Baur. That report was divided into the cakes, icings, and wrapping, and that's what I looked for in the product. First of all, I examined the wrapping, which was done by hand in those days. I examined the wrapping and the product of the wrapper itself, and then I examined the appearance of the finished product. Then I would cut the samples and look at the cell structure, and I would proceed to taste.

"After tasting for a while I developed it further. There were two men down in the icing department who made vanilla marshmallow. They had turns; one worked for one week and the other worked for another week. It got so that I reached a point that I would always know when which one was working because one made a tough marshmallow and the other made a short marshmallow, and the one that made the tough marshmallow didn't like me.

An early-morning television interview with Gary Geers.

"At first I ate everything, but I learned to spit out the product after I tasted it. I never gained weight, I think because of my nervous system. Also, when I was tasting the cake, I wasn't eating a rich product. I was evaluating it, and my mind is such that I concentrated so much on the texture, the cell structure, the taste, the feel, the chew, the way it chewed, and the feel in the mouth. I was constantly writing notes, making notes on everything, so that it wasn't an eating process as much as an objective evaluation, because at that time I really didn't like chocolate.

"Late one afternoon I had about five boxes of chocolate cupcakes, each box a little different in recipe, and they were old. They had been in the incubator about seven days, and I had samples of each one of them. I was having a hard time, a very difficult time at that point determining which one is the superior product of these five. In walked Mr. Baur, and he said, with a big smile on his face, 'Margaret, do you ever get tired of tasting these cakes?' I was very weary, and I looked up at him, and I said, 'Oh, yes, Mr. Baur, I get sick and tired of it. "He shuffled his feet, and he said, 'Well, Margaret, I never did.' He went out, and the other technician was typing away, and she sat there flabbergasted. She said, 'How could you?' I said, 'Well, he asked me.' "

The media blitz that surrounded Margaret Pokorny beginning in 1957 appears to have originated with Franz Serdahely, who was in charge of public relations. As Mrs. Farkas recalled, it began with a newspaper interview.

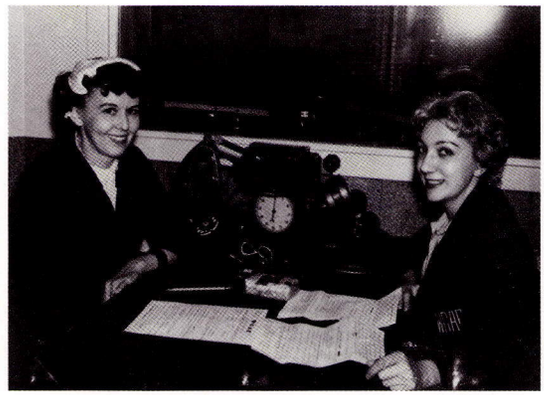
"The very first person that came in to see me, I think, was Frances Blackwood, who wrote for the Bulletin. I used to read her articles all of the time, and I was more taken over by her. She talked very nicely, and then she wrote an article.

"Then Franz Serdahely came around, and he talked to me. He was a very persuasive person, very persuasive. I, who knew nothing about what he was doing, went along with him. 'Oh, Margaret, it will be fun. It's a lot of fun. I'll be there.' The first place he took me was to KYW.

"Well, do you know I even got a proposal? I got a proposal from somebody out west, and it was so funny. I got advice from a number of different men to be very careful: 'Don't get caught up like this. You don't know who the person is.' I did get a few letters, but one was a proposal.

"Prudence Penny, who was in Baltimore, was the best. She was so nice, and she wrote me a lovely note afterwards and made me feel very good. This was the one that I was prepared for; we followed a script, and it went very well. We had to go there the night before, and we were on her morning show, early in the morning. Prudence Penny's real name was Jane Johnson.

"I would go back to the lab after I had an early morning interview, and most of these programs are early in the morning. One with Ralph Collier was an early one, and I went back, changed into my uniform, and went to work. One time they listened to me. Somewhere they had a television in the plant, but I heard about it from my family. My sister and my mother watched and told me."



A radio interview with Gloria Abdu of WCAE, Pittsburgh.

As Tastykake was responding to the Baby Boom by seeking and cultivating new markets, so, too, the company was expanding its production capabilities. Kaiser recognized that P.J. Baur, Sr., had left a heritage of the most current and up-to-date machinery and equipment, and he set out to maintain that tradition through automation.

Aware of his own inadequacies in this area, he hired inventors and consultants to advance the mechanical and engineering capabilities of the production department. In his "Observations from the President's Office" in Krumbs, June 1954 issue, Kaiser wrote:

"The recent addition of some machinery here in the plant has served to again emphasize the importance of mechanization in our industry, and especially Tasty Baking Company.

"Certainly it is understandable that when a machine replaces a particular job, there is some cause for concern. However, it is interesting to look back over the history of this company for the past ten years. Here are some real facts:

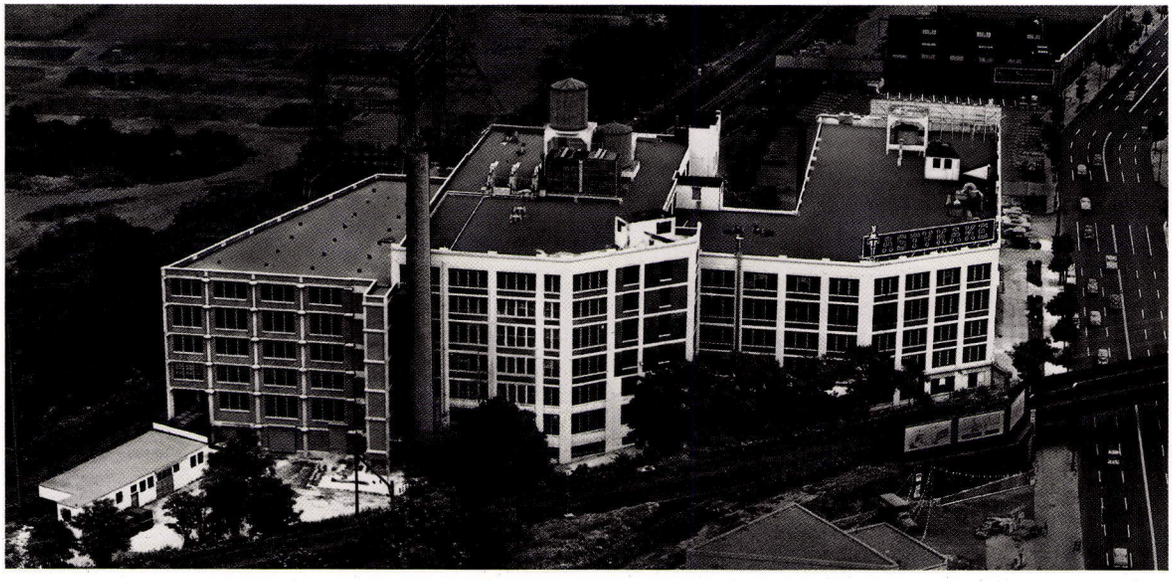
"(a) Currently there are over 100% more wage-earners on our rolls than we had just ten years ago in 1944. Now that is an important figure, because it is since 1944 that we have concentrated on mechanization.

"(b) The addition of a machine generally makes working conditions much more pleasant.

"(c) Because of mechanization we have been able to produce the volume and maintain the quality controls which, together with quality distribution, has assured us of a fair share of our market. Continued and better mechanization will result in the high standards in the future that were set in the past.

"The company welcomes suggestions and help, and it is to the interest and benefit of everybody to continue their efforts towards building an even bigger and more efficient organization."

In April 1955, Kaiser announced a five-year plan, designed to "keep step with the growth of the Delaware Valley" while expanding into new territory. The first step was a building addition, to house a larger and more



An aerial view of the Tasty Baking plant showing the addition completed in 1954.

modern laboratory and a larger cafeteria and to relocate the engineering department. In addition, he proposed "a systematic rearrangement of ovens and equipment to provide more efficient and increased cake production."

The first photograph of the completed new building appeared in the November-December 1956 issue of *Krumbs*, and by December 1957, *Krumbs* reported:

"It has taken ten years and $2,500,000 to study, engineer, develop and install automated equipment which includes a series of spiral metal chutes, powered conveyor belts and auxiliary equipment. Backed up by battery-powered hand trucks, fork lift trucks and seven freight elevators, an integrated distribution system has been developed to create more efficient operation at reduced handling costs.

"In 1935, the baking cycle took up to 12 hours, now it has been cut to as little as 45 minutes. Automation is responsible for this remarkable achievement."

An article entitled "Automate or Abdicate" appeared in *Bakers Review* of May 1958 under Kaiser's byline. "As a manufacturing baker of small, packaged cakes and pies marketed in an eight-state area," the article said, "we have been fighting the battle of rising production costs since 1945. After numerous costly skirmishes, we are convinced that the way to meet this problem is head-on: automate operations to a high degree."

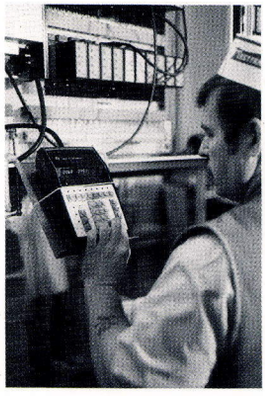
An automated packaging line. During the fifties, automation greatly increased the efficiency of operations.

Phil Baur, Jr., recalled the changing times in our conversations in 1989:

"The biggest change in production was brought about under the leadership of Paul Kaiser. When he joined the company in 1951 we had what we called traveling ovens. It was a large wide oven much like the bread ovens of today; it had a moving hearth. You filled the cake pans outside the oven, put the pans into the oven, and baked the cakes. The cake was then dumped out of the pan onto wire trays, the wire trays were put on racks on wheeled trucks, and these trucks were pushed aside to cool for five or six hours.

"The trucks were then pushed over to the packaging line, where the cakes would be dumped onto the wire trays, lined up on a belt, go under an icing hopper, receive their icing, and be picked off the belt by women who turned them, icing down, on a precut piece of wax paper. The wax paper was hand-folded, the wrapped cakes put into a box, and 12 boxes placed into a shipping case. The shipping case then went down the shipping department and was shipped out to the salesmen. During Paul's tenure the whole system was automated to what it is now.

"Paul also got us into automatic wrapping. He recognized that we could not stay competitive if we continued to wrap all the products by hand. So over the objections of the then vice president of production, Cliff Brierley, Paul really made a very bold decision to get in a Battle Creek wrapping machine, and that began the era of automatic wrapping.



Under Paul Kaiser's leadership the company began a dramatic program of automation throughout its production facilities.

"Since then, much of what has been done has been basic refinements on this automatic system where the mixing of the batter to final packaging is a continuous process. In the intervening years, our people have had the opportunity to visit bakeries all over the world to determine where we were compared to the state-of-the-art industry and what advances we could make ourselves.

"The latest and one of the best in packaging has been to move from the Battle Creeks, which were replaced when they were 25 or 30 years old with our current Doboy machines, which are a much smoother and more efficient operating machine than the Battle Creek."

Before automation, product ingredients were transported by hand in small quantities.

Harrison Craig was production manager during the era of mechanization. From his vantage point in the plant, he lived through the changes of mechanization:

"In the old days the flour, sugar, starches would all come in railcars, in bags, and all that material had to be transported onto iron skids and stored in the basement in the stockroom, which took up a lot of room. The company got involved in new conveying systems and built the tanks on the roof. It used to take about five men for a freight car of flour. We used to have one man walk around with rubbers on, stamping the bags to level them off so they could wrap the bags up. Then, with the automatic conveying system, one man could do the job it took these four or five men to do. Of course, there was no storage space needed. Material was conveyed from the tanks on the roof to the use points. Lard came in drums, oils came in drums, eggs came in cans, and they all had to be stored. Next thing you know we got bulk lard. That was stored in temperature-controlled tanks that had a layer of nitrogen over the top of the lard to prevent oxidation. That was pumped to the use points.

"All this material coming in was strained and checked. One of the things that we did was work with the lab. Whenever a freight car of flour would come in or a tanker of flour would come in, someone from the lab would come in and open up the hatch and look in, smell, put probes in, check the flour, and take that flour into the lab. Before they could pump that car of flour, they would inspect it. Then we would run ten minutes on the pumps, and they would come down and take the tailing out of the sieves and see what was in the sieves. Over the years there were quite a few things turned down.

"When the lard came in, they would sample. They would dip from the top of the tank. Milk used to come in the big cans. Of course, that took up a lot of space, and then we got into refrigerated milk tankers. Corn syrup, which we used a lot of, came in heated tankers. We had to heat that and pump that when we pumped at the storage tanks. We got liquid sugar in tanks the same way. We never used liquid sugar until then and that was pumped into storage tanks.

"Most of these tanks other than the flour, sugar, and starch tanks were in the basement. These areas used to be loaded with iron skids, and

An updated production line for Tastykake Krimpets.

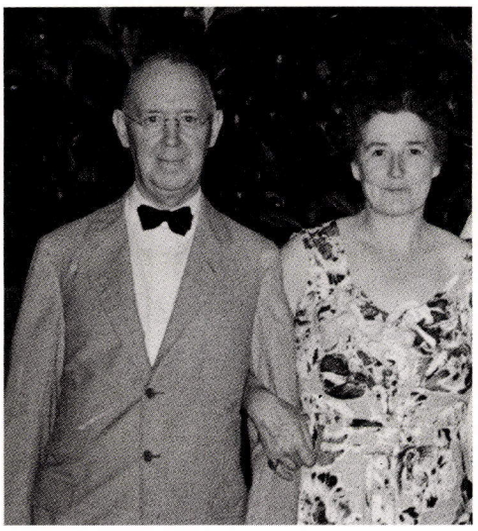
the skids were just spread out all over, where you had one of these temperature-controlled rooms, and maybe you had four or five tanks in the one room. We gained lots and lots of space that way.

"And then eggs, of course, came in cans, frozen. The purchasing department arranged for them to come in stainless-steel tankers, and they were pumped into stainless-steel containers. They were movable containers, and they were stored in the areas where they were being used."

Little by little the faces at Tasty Baking Company were changing. A.M. Wessels retired in 1954, though he retained a tie to the company as a consultant. George Beier retired in 1957, and Frank Fox left the following year. Rene Pouchain retired in 1959, and in 1960 DeHaven Kane, Cliff Brierley, and Gene Riddle all left, taking more than a century and a quarter of service with them. Fred Pierce, who succeeded John King as general sales manager, retired in 1960.

In that year, too, on April 4, H.C. Morris died. Norma Deess recalled that he came to work the Friday before his death. He suffered a stroke on Sunday and died the following day.

Kaiser then installed a new lineup of executives, a new generation. Charlie Vidinghoff, the new vice president of sales and marketing, at 6 feet 5 inches, was one of the few men who could look Paul Kaiser in the eye. Al Lingo, the new vice president of production, came up through the plant, supervising the pie operation and working as production manager before reaching the vice presidency. John Wettig, the new director of engineering, had thirty years service to the company. The last member of the team was also the youngest, a lawyer and CPA named Nelson G. Harris.



Herbert C. Morris with his wife, Willavene.

The team was on board only a short time when it encountered the Reverend Leon Sullivan, the most prominent leader in the Philadelphia black community, who decided in 1960 that a boycott would serve as the most effective way to gain jobs and job advancement for blacks. As the most visible company with the most popular product, Tasty Baking Company was selected.

As Harris recalled in conversations in his office in 1989, he was "smack in the middle of it."

"It was a time of great tension. Leon Sullivan came in with some black ministers. He felt that while we had plenty of blacks working here, we did not have blacks in visible positions within the company. Lew Stevens was one of our attorneys, and he felt that we should certainly talk to Dr. Sullivan.

"When he came to the bakery, in fact, I went through the office with him, and he looked around the general office and said, 'I don't see a black face in here.' That was correct. We took him up in the bakery, and of course he saw lots of black faces, but they were all basically working in the service and sanitation areas. Paul, in talking to him, indicated that we had no policy of discrimination.

"It was on a Friday afternoon, and we indicated to Sullivan that we would work with him to bring black people into visible positions. It was a very positive thing. I know when they left that day, I certainly didn't anticipate, and I know Paul didn't, what was going to happen on Sunday.

"On the following Sunday, 400 churches said they were going to boycott Tastykake products until we met all their conditions relative to visible black employment.

"We did work out an arrangement with them. I agreed to take two black women in the general office, and I think they were ministers' daughters and excellent employees. We took Bill Reed, who had been in production for 10 or 15 years, and made him a driver/salesman. The boycott then ended, and we continued our efforts. Today we are well represented in all areas of the company."

Bill Reed (third from left) with some of his fellow workers during his tenure as a pie-box-machine operator.

Jim Barrett was Bill Reed's supervisor and played a role in his climb up the Tasty Baking ladder, which Barrett described when we spoke.

"Bill Reed was hired at Tastykake as a part-time worker in our service and sanitation department. In making the pie boxes, there was a lot of paper on the floor. When they changed from apple pie to peach pie to lemon pie, they had to change the plates and change the dates, and they would get under the machine, shut it down, take the plates out, clean the roller off, put the new plate in, clean it with alcohol, put the new date in, and start it.

"Every time that this machine was changed, Bill Reed was there, right underneath it to see what was going on. I noticed it. Tastykake only had two pie-box machines; the other was used for Tandy Take wrappers. Now, they put a drive on, and they were selling more pies than the machines could produce. I'm sitting in the cafeteria one time, and John Wettig, who was the chief engineer at the time, sat beside me and said, 'Sales are really

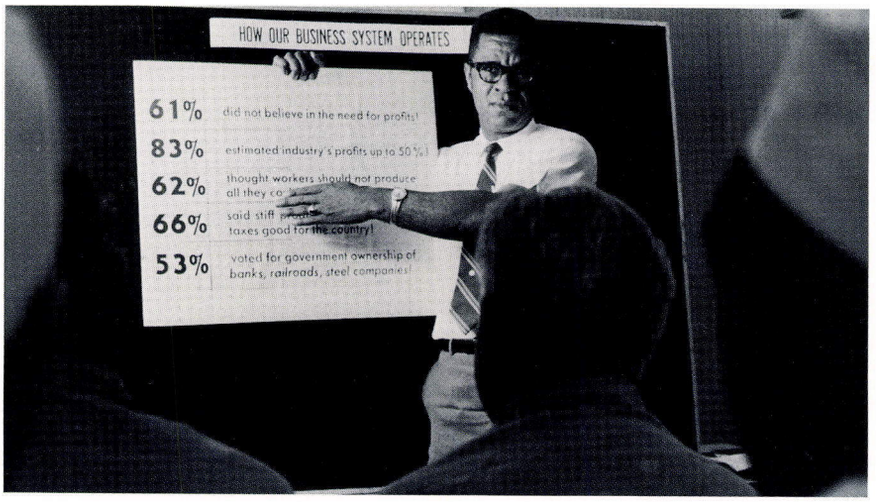
pushing the pies out, and if one of my pie-machine operators gets sick, I don't know what the hell I'll do because I'm going to have to tell them I can't make enough boxes.' I said, 'Look, John, I don't know whether you know this or not, but I got a fellow up there sweeping that paper around that machine. I bet you 10 to 1 if you trained him for ten hours he could run one of those machines as good as one of those guys you got up there.' He said, 'Why?' I said, 'Well, every time you make a jump on the machine, Bill Reed is there. He's got his nose right with the guys.' He said, 'When can I have him?' I said, 'Go up and get him now, take him. I can put somebody else picking up paper.' So John trained him for eight hours, and from then on Bill Reed was a pie-box-machine operator part-time at night.

"When they did away with the pie-box machines, they put Bill Reed in the mechanical department as a welder. He went to school to learn welding. When Reverend Sullivan told Kaiser, 'You don't have anybody black on the sales force,' Al Lingo and I left Kaiser's office, and we went back into his office. In the meantime Bill Reed is in the mechanical department as a welder. So Al Lingo said to me, 'I wish I could find another salesman in the production department.' I said, 'Al, why don't you get ahold of John Wettig and see if Bill Reed can be transferred?' "

Bill Reed is still a Tasty Baking Company employee after more than forty years on the job. Today he is the executive assistant to the vice president of production, the highest-ranking black employee in the company. His recollections of the boycott are moving and personal. He shared them in an interview in his office at Tasty in 1989.

"It started at Mt. Zion Baptist Church on Broad Street. It was spearheaded by Reverend Sullivan. I remember Al Lingo called me down and said, 'Bill, how would you like to go to the sales department?' I said, 'Fine. I'd like to try anything.'

"I'm the type of guy, I could be happy anywhere. I like to try different things because I think that's what life is all about. I was really happy being


HOW OUR BUSINESS SYSTEM OPERATES
61% did not believe in the need for profits!
83% estimated industry's profits up to 50%!
62% thought workers should not produce
66% said stiff
taxes good for the country!
53% voted for government ownership of
banks, railroads, steel companies!

Bill Reed conducting a course in business systems for employees in the production department.

Senator Arlen Spector on a tour of the plant with Phil Baur, Jr. and Bill Reed.

versatile. Al Lingo knew I was pretty good at math, and I had been in sales before. I had worked at a bakery called Picou's when I was a child in New Orleans. So I said, 'Sure, I'd like to try it.' So I was the first black salesman.

"Being the first going in engineering was rough in itself, but going to this job was even rougher, because all the ministers were saying that I was a traitor, I was just doing it to get people to buy, and then after a certain amount of time Tasty was going to get rid of me. The ministers were hard on me as much as anyone else was hard on me.

"Tasty gave me one of the toughest routes in some of the roughest black neighborhoods you can think of. You had to lock your truck at every stop and unlock your truck to go back in. You couldn't leave your truck open because they'd steal you blind. This was when the gang problem was really prevalent in the Philadelphia region. It was tough.

"I had been in that neighborhood; it didn't scare me. But your chances of getting held up are much greater. If you didn't have some kind of street knowledge of what was going on around you, you had to be able to recognize certain signs.

"I had 100, 120 stops, and I could do maybe 8, 9 stops an hour if I could get everybody to pay me right away. If I hand you the bill and you pay me, I could make time, but if you waited on a customer, of course I had to wait, and it would slow me down. I would start about five in the morning, and I wasn't done until about six at night.

"When I first got out there, the vice president for sales was Charlie

Vidinghoff. He was the type of person that really was on my side, somebody I could confide in if I needed to. Nelson Harris was also here during this time, and we talked many times.

"Even some of the black storekeepers wouldn't take from me for a while; they were resentful of me for taking the job. I explained my background. I took it similar to what a Jackie Robinson would have, because I knew it eventually would evolve in my favor. I thought that once I was honest and open with them, they'd turn around. That's the first time I was turned down by my own people, and it was really very difficult to deal with that.

"I remember coming home many nights and telling my wife, 'I don't know what's wrong. I'm not going to quit. I'm going back again and again, until they finally break.' I just made up my mind I wasn't going to be deterred by what they were saying or anything.

"I told them, 'We're going to have more blacks out here. One has to start, one has to be the pioneer to start this thing rolling. I'm not giving up on you because you're not buying Tastykake now and you're buying some of the other products. But I wish you would change.'

"It must have been about two or three weeks later, they came out and started buying Tastykake again because the ministers said we were starting to move in the direction they felt we should be moving.

"They wanted to do a big story, and I told them, 'No, I don't want to do this. Just say that a guy's trying to make a living, a black is trying to raise his family and trying to do the best he can for his community.' That's all I wanted to be remembered for."

Within a few years, black driver/salesmen were no longer uncommon. In 1966, Reed applied for a jumper route. Regular salesmen worked five days of a six-day delivery week, with a rotating day off: Monday one week, Tuesday the next, and so on. To cover those days off, the company assigned jumpers, who worked five neighboring routes. The jumper route for which Reed applied would take him on a quite different series of routes, around the white suburb of Drexel Hill.

"John Keegan was my supervisor. John was a super guy. He understood the inner workings of what was going on inside the individual, and I think that's what made him such a good supervisor for me. He came to me one Monday morning and said, 'Bill, you got the job.'

"I had Drexel Hill, I had Brookline, I had Ridley Park, I had Brookhaven, and I had all those areas along West Chester Pike, including Newtown Square. I said, 'Boy, this is just fantastic! Did they really take a chance on me like this?' I worked out very well there. I stayed there for about three years."

Reed continued to climb the company ladder, taking classes at night, moving first to personnel, then into production, where he was night superintendent until 1983, when he became executive assistant to the vice president of production.

Bill Reed (top row, fourth from left) with the M.B.A. Banquet Committee.

Paul Kaiser at an Allegheny West award ceremony with public relations director Hank Simpson, squinting from the bright sun, off-camera.

Hank Simpson replaced Franz Serdahely as director of public relations during this period, but he was unaware, since it was reported only in black newspapers, of the stresses the company had undergone. His ignorance helped improve the situation significantly, as he said in a conversation in 1989.

"When I went to Tastykake, I was there about two or three weeks when Reverend Thomas W. Ritter, who was Reverend Sullivan's number-two man, came to see me. They were doing job training for black people and they needed electric motors, and one of our engineers had just told me he had fifty electric motors he wanted to throw away.

"I told the transportation guys to take it over to them, and then when I was reporting to Kaiser, I told him I gave fifty outmoded motors to OIC, the Opportunities Industrialization Center. 'What?' he said. 'That's Reverend Sullivan's place!' I didn't know what he was talking about.

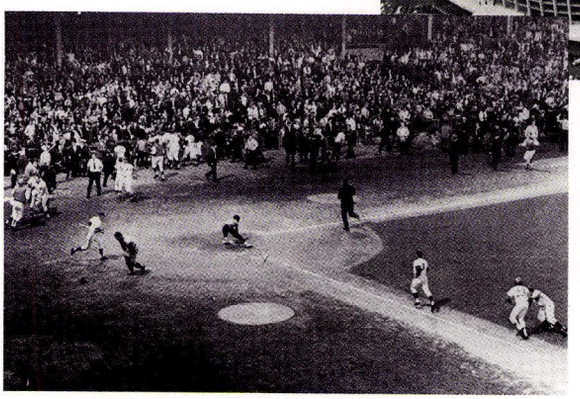
"Later, we received another request from OIC, and we got them some furniture. They called me up and said they're going to have a plaque for Tastykake's generous gift, and would Mr. Kaiser come down for a publicity shot with Reverend Sullivan. I suggested it, and Kaiser said, 'Of course. I'll be honored.' And I thought, it's come full circle."

Like all cities, Philadelphia changed in the 1950s and 1960s as, little by little, the suburban migration redrew the composition of the city's neighborhoods. As businesses and corporations moved beyond the city limits, so did the work force, until the patterns of commuting went only from the surrounding counties to Center City or vice-versa.

Left behind was a large population of blacks who had begun to arrive in the area during the boom years of World War II, when industry needed and sought new labor pools. With those same industries declining or disappearing, the new workers often found themselves without jobs, without training, supported by welfare but without opportunity.

Paul Kaiser and Leon Sullivan (right) honored for their community efforts by U.S. Department of Housing and Urban Development assistant secretary H. R. Crawford.

North Philadelphia changed dramatically. First the Athletics left town, stopping in Kansas City on the way to Oakland; then the Phillies left Connie Mack Stadium for Veterans Stadium. Neighborhoods that had been stable for a half-century lost their economic bases, as Mom and Pop retired to the Poconos or Florida, closing their stores.



(Left) The last baseball game played at Connie Mack Stadium. (Above) The new Veterans Stadium, completed in 1971.

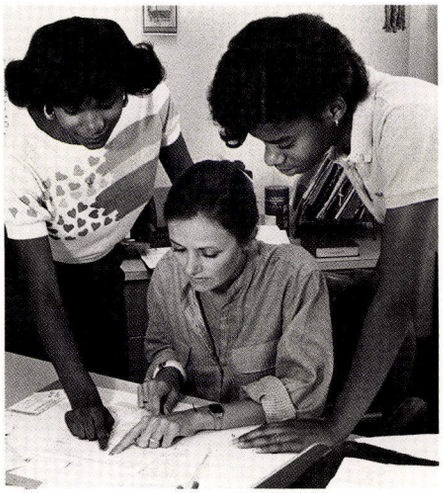
Kaiser watched his neighborhood decline while he was automating, rebuilding, and adding to the physical plant. He watched as his colleagues fled to Radnor and Cherry Hill. He watched as his neighborhood pool of employees began to decline, and he looked for a solution.

He came up with a program of rehabilitation, starting with real estate but extending to individuals, to rescue Tasty Baking Company's neighborhood before it was too late. In our conversations, he described the germination and evolution of what has become The Allegheny West Foundation.

"I came upon the idea of Allegheny West because we had a lovely company sitting in the middle of a community that was going downhill like you can't believe. The storefronts were closed down. I think there were only six or seven businesses around. Gasoline stations were closing down. When the neighborhood went down, the prices all went down. Here I was driving through a slum to get to this lovely company, and we were getting all kinds of offers to move to South Jersey and other places.

"We were then 500,000 square feet of floor space, and I started thinking that it was going to be a real chore to move 1,200 people and 1,200 jobs. Then I got to thinking, why couldn't we do something about stopping the decay? At this same time, I got the idea that if it was a tax-deductible item for the money that we put in, it would cost the company 50 cents on the dollar to do this, so let's try and rehabilitate some houses. Let's make a shot at it just to see if we couldn't do something. Something, I thought, had to be done, and it would be a much cheaper operation to use our tax deductions in this way.

"I put the responsibility in the mechanical department, and after about three or four months, it was obvious they couldn't do it and their job at Tastykake. At this point, all we were thinking of was rehabilitating homes. It didn't take me long to find out that the business of the company trying to rehabilitate a home won't work, because I ran into political problems in City Hall, licensing inspections and all of that sort of thing. So I thought if we're going to do this, we've got to have help and cooperation from City Hall.



(Top) Tasty Baking helps the kids of employees and local residents get summer jobs. (Above) Kathy Grim, then employment manager, going over job details with two neighborhood teenagers.

"Then I got one step further on it, and I found out that, as fast as we'd build it up, they'd go and vandalize it. So there we are. I thought, 'Where do we go from here?' The next step was we had to get the community involved. How am I going to do this? This guy that I had doing it didn't seem to be able to know how to get into the community.

"And that's when Phil Price came in. He was a lawyer for a group in Philadelphia that took on needy cases. They did this as a service to people that couldn't afford legal advice. Thacher Longstreth knew him and said to me, 'This guy is highly educated, he's a lawyer, he's community-minded way beyond what you would expect anybody to be. He can make a lot more money than he is, but he's just so dedicated to helping these people get legal advice. I think he would fit in great here with his legal background and so forth.'

"So I talked to him, and he said, 'This would be marvelous. I want to take it on.' So he did, and he started by going into the community and finding community leaders, people that he thought could be community leaders. The first one he got was a guy by the name of Jim Goode. He was a teacher, and he never thought he could be a community leader. He didn't know. Phil felt that they had to organize these people to get them to get behind us so they wouldn't vandalize these houses.

"Phil and Jim Goode formed a community organization, and they had no trouble because the people wanted to do something about getting together. Then Phil, being a lawyer, said, 'I'm not skilled in blueprints and that sort of thing. I've got to find help.' I said, 'All right, find help.'

"At this time, I met (State Representative) Danny Beren, who was in Harrisburg, and had in the back of his agenda some way of getting state funds into rehabilitating these districts and helping the poor. So I said to Danny, 'Look, this is what could really be done. If you use the taxpayers' money, Danny, I don't think it will get in there. By the time it filters down through all that, not enough money will get there. Now, if business will do this, we could get a lot more kick for the buck. To entice business to do it, the state should give the businesses that are so involved a tax credit.'

"He said, 'I agree with you.' So we devised this thing called the Neighborhood Assistance Act, and that, together with the federal tax deduction, believe it or not, got to the point where the cost to do what I wanted to do was only ten cents on the dollar. Really! Ten cents on the dollar. I thought, 'Boy, now we can really go.' And with that, I got the board of directors to free up $40,000 and get it into Allegheny West. Forty-thousand bucks! I said, 'What the hell? For the stockholder, that 40,000 bucks is only a fraction of a cent a share. It's nothing to the company, but if this will work, the value of the company is going to go sky-high and we'll be doing all this for the people.'

"Then with the money, we could really do a job. Phil started looking for somebody. I said, 'Why don't we get a retired architect or somebody that has the same feelings you do?' So he ran into Walter Evans, who was retired, living in Ocean City. He was in his fifties, and he thought this would be fun, so he took it on. By golly, we got going, and when he came in, we did twenty within the first few years.

"Then Phil got to the point that in the development, he developed this one group, then another group, and I think there's three or four now, maybe more. They said, 'We've got to do something for the kids. We've got to get the kids off the streets.' So I handed it to him. We devised the first block scouting program, because in these neighborhoods, the kids just couldn't walk down the street at night and go to a church or something where scouts generally met. We wanted the kids to have a feeling of belonging. The Boy Scouts had another feeling, and that was to become a tenderfoot, you had to go through certain tests, and then you got a bandana, and finally a uniform. We said, 'No, we can't go that route. We've got to go to the uniform and work back.' So we got the scouts to put them in uniform, and instead of going to the church for the meeting, we had them meet in blocks. We had den mothers and scoutmasters.

"In the Neighborhood Assistance Act, I have to give a great deal of credit to Governor Shapp. The way the state really got going into it was a result of my being nominated by the Chamber of Commerce for the William Penn Award, which is their highest honor. At this point, Allegheny West was going pretty well, and I had my organization in place. We had rehabilitated some houses, we had gotten the neighborhood interested, we had the Boy Scout program in place, so we really had something. At the same time the state was thinking about how they could be involved. They were concerned about inner-city deterioration and the fact that the cities themselves couldn't take care of it, and how could the state get involved.

A group of the Boy Scouts from the Allegheny West neighborhood who were organized through the efforts of Tasty Baking and community leaders.

Before and after photos of three properties rehabilitated by the Allegheny West Foundation.

A pocket park in Allegheny West maintained by the residents.

"I thought this would be a great time to talk about business getting involved in the inner-city deterioration and that it could work. I thought, 'I'm going to take a shot at it.' So I got some slides developed, and I think Hank Simpson helped me develop a speech to describe it. So for the first time, instead of just sitting down, I said, 'I've got something I want to talk about.' So I put on this show. Little did I realize that in the audience was Governor Shapp, and he was much taken. When it was over, he said, 'Come on up to Harrisburg. I want to talk about it.' So I did. I went, we talked about it, and I talked about how it would be done, how the money would be well spent, and couldn't the state set aside a certain amount of money in their budget. They finally increased the state tax credit program from 50 percent to 75 percent for companies that would do this kind of a job.

"I remember him at the time saying, 'I hope the money gets there.' I said, 'What's the matter, Governor? Don't you think business will use it in that manner?' He said, 'Well, I hope so. I also know that some businessmen have ways that may frustrate the program. We'll put it that way.' So he gets a great deal of credit for getting that favorable tax-credit amendment through.

"Once that went through, then, we were at the point of only ten cents on the dollar. Then we increased the amount of houses that we could rehabilitate, and we needed the money to do it, because we were going to put people in these houses, even though these people didn't have the money to buy them. Then we had to finance them. When we started out, it was costing about $12,000 to rehabilitate one, and we were selling them for about $6,000 and taking a $6,000 write-off through the Neighborhood Assistance Act. They were only able to make small down payments. We couldn't get mortgages, so we were getting bank financing, and Tastykake was underwriting it. Anybody that foreclosed, we guaranteed that the bank would not lose. That's how we had to do this. The banks wouldn't do it otherwise. They never had one foreclosure.

"First of all, we gave our employees the opportunity, if they wanted to do it. Some of them did. Then there were people in the neighborhood. They had to meet certain qualifications. We tried to take people that were way down and bring them up, but they did not work out. Many didn't have jobs, couldn't get jobs. Some may have made it, but we found out that by and large, the people who bought the houses didn't know how to take care of them. So we had to go a step further. When we got them the house, we had to put them through a class on how to take care of it.

"Success breeds success. Now you need the services. Now the stores started coming back, and then I remember a fast-food place coming in, and then another one. Then the next thing I know, I'm being interviewed by a group from Washington who specializes in cooperative housing with government money.

"Then the industrializing got going. Last I heard, they selected Allegheny West because they had factories out there that are not being used, and now they're bringing in production and so forth, so here's more jobs. Later on, in Tastykake's expansion, they bought this land next door that had a Hot Shoppe on it, razed that, and used it for parking. We didn't

have anyplace for people to park. The next one up we bought for warehousing. We bought the complex of buildings on Fox Street, and Allegheny West went into that.

"The Pew Foundation came in for $25,000 or $50,000, and then Rohm and Haas came in, and the Ford Foundation got involved in it, too. Along with Tasty, we were investing as much as half a million in the neighborhood, and with that kind of money, I'd say the neighborhood is stable.

"Allegheny West Foundation has a nice board of directors now, involving businesses that are in the area, and more of them are contributing. It was acknowledged as the best one in the United States, and former U.S. Senator Richard Schweiker asked me to Washington to talk about it and entered it into the *Congressional Record*."

Phil Price has twice directed Allegheny West, serving a stint as state senator in between his two directorships. A quiet, modest man, Price passed up the life of a Center City attorney to dedicate himself to public service.

Currently he is president and chief operating officer of Allegheny West. We spoke in his office, on Fox Street, around the corner from Tasty Baking Company in a building the company owns.

"I was working as a staff attorney in the Defender Association in the fall of 1968, having left the conventional practice of law a year and a half earlier, when one afternoon I received a call from Thacher Longstreth, at that time a newly elected board member of Tasty Baking Company. He asked me if I would have any interest in being interviewed by Paul Kaiser, who was then president and chief executive officer of the company, to see whether there would be a fit, a match, for me to help organize a project that Tasty Baking Company wanted to initiate. It was, in Thacher's words, a community development project in the area right around the bakery. He knew Paul Kaiser very well, and he thought that he was somebody that I could work with easily, and he knew of my interest in the field.

"From that I was hired, to start on November 6, 1968, to organize for this company what has been an ongoing community development project for more than twenty years now, the purposes of which were to stabilize and improve the conditions in the neighborhood just south of the bakery's plant on Hunting Park Avenue.

"Ultimately the involvement was a way, as Mr. Kaiser used to say to us many times, of showing the inner-city community closest to this company that corporations can be good neighbors, that we can get along with one another, that we can cooperate in our mutual self-interest. If the neighborhood is kept up in terms of homeowners' properties and property values, that is advantageous to the businesses that are located close to those residences as well as being good, of course, for the people who live in them. So there were many, many mutual interests here that could be served.

"During the summer of 1968, a real estate survey was made by Jackson-Cross of the conditions of the area, and as I recall seeing that survey and reading a short report that was written as part of it, the conclusion was

(From left) Philip Price, Paul Kaiser, James Goode, and Joseph Coleman at the opening of the third neighborhood center made possible through the Allegheny West community redevelopment program.

rather gloomy: maybe this is an area that is going to become a slum, and there's not much anybody can do about it, and maybe Tasty Baking Company ought to rethink its commitment.

"In spite of some advice that might have deterred somebody else or another group of managers from getting involved in the first place, it didn't have that effect at all. It might not succeed, but Tasty's officers and directors were willing to do it anyway.

"The expansion of the original vision started with my request to spend the first thirty to sixty days walking throughout the community and trying to gain an assessment of what the neighborhoods near Tasty Baking Company were like twenty years ago. The reason I thought this was important was that the census data that had been taken in 1960 was clearly out of date.

Phil Price (left) talking with the block leaders of the Tastykake community development program.

"What had happened in mid-decade was that the area had changed dramatically from what had been a blue-collar, white community, many of whose residents were working in the plants that are located in this area, to an area which was essentially populated by black people who were not working in these businesses. That change took place, as I say, mid-decade, between '65 and '68, so that we had no census data that made any sense at all, that had any relationship to the area that existed.

"So I said, 'We can't wait for the next census. We've got to start now.' So I took the first thirty to sixty days literally walking on every street in this community, talking to people, making notes, and so forth.

"I wrote a report in which I tried to describe as best I could the actual condition of the neighborhood, the demographic characteristics as I saw them, not very scientifically recorded, but just as I saw them, and then tried to make the case for a comprehensive approach to neighborhood development. What I saw was single-family row-house buildings that had been lived in by four family members now being lived in by five or six; a much younger population, therefore a strain on all recreational facilities and schools in the area; fewer recreational facilities than you really need; and only one public library, which was in pretty bad shape, over on Lehigh Avenue and therefore not accessible to very many people in the community.

"They were actually busing children out of the area from the local elementary schools at the time because they weren't big enough to take all the young children who lived in the area. It became very clear that the neighborhood, as it existed physically, really couldn't accommodate the family compositions of the families who had moved in and replaced the former owners.

"In 1976, the company was asked by the Franklin Institute to make a contribution to build a fountain, as I recall, in what was then the Science Park area. It used to have the Boeing 707 and some other outdoor features outside the museum's building, on that open land owned by it.

"Paul Kaiser said, 'No, that doesn't sound right. We'll take this opportunity to create an exhibit, if you will agree to do that, at the Franklin Institute. We'd like to describe the Allegheny West project in exhibit form and put it on that lot.'

"They agreed to that, and we spent some time planning it out. We ac-

tually constructed two buildings which looked exactly like row houses in the Allegheny West community and showed how a rehabilitation by the Allegheny West Foundation took place.

"You'd walk in one building, and it was in derelict condition. You would see improvements as you went through the building, and they would be very obvious, such as an exposed wall, so you could see how the insulation was put in and how the new pipe was put in. We put cost figures on those items so that a visitor could walk through these two structures and see the process of rehabilitation and understand its costs and the features that were available after it was finished.

"It was the first exhibit you came to after you went out of the building if you weren't going into the airplane. You went up a ramp and saw some graphics on a billboard almost, of photographs of the community, and then you walked through the houses.

"We had a film that we showed inside the second house, and some quotes from Edmund Bacon, the city planning director. As you came out of the second building you saw a small vest-pocket park, which is a small neighborhood park, that had a mural painted by children of a local public school which is called E. Washington Rhodes Middle School. I don't know how many thousands of people saw that exhibit. We had literature inside so they could take it, but I heard it was uniformly well received, and of course people from all over the country saw it.

"It was a very positive statement, and of course it wasn't an aggrandizement of Tasty Baking Company or Paul Kaiser, for that matter. This was just an assumption of civic and community responsibility that the company really strongly believes in.

"We have rehabilitated more than 250 single-family houses during the course of those twenty years and a number of apartment buildings. In the last couple of years we've gotten into developing what are called 'mixed-use' properties, where you have commercial facilities on the first floor and residential apartments upstairs.

"For Tasty Baking Company, which is not anywhere near a Fortune 500 company, to have made this kind of commitment over all that period of time is really extraordinary. It's the commitment of the managers and the owners of a family-controlled business to Philadelphia in a very direct way."

The Allegheny West exhibit created by Tasty Baking for the Franklin Institute.

In uniform. Harris was a cadet in the Navy Air Corps.

Nelson Harris, catching a pass for Woodbury High. Harris was an all-state end in high school.

Nelson G. Harris's first exposure to the Tasty Baking Company was through his father, Frank W. Harris, Jr., who ran a small accounting firm that included Tasty among its clients. A CPA and a lawyer, the elder Harris was a role model for his son, who grew up in Woodbury, N.J., as a three-sport athlete and first violin in the school orchestra. Now a member of the Gloucester County Sports Hall of Fame, Harris was an all-state end for Woodbury High before enlisting in the Navy Air Corps. There, he was sent to school to take advanced courses in mathematics, and then was pulled from preflight school to play football on a team coached by Paul "Bear" Bryant.

Following the Navy, though invited by Bryant to join him at the University of Maryland, Harris enrolled at the Wharton School of the University of Pennsylvania, where he played on the 1947 Penn team led by Chuck Bednarik. Following his graduation, he pursued accountancy in his father's firm while attending Temple University Law School at night.

His accounting assignments included the Tasty Baking Company, where he conducted audits and worked with the general office staff. In 1959, Paul Kaiser invited him to join Tasty to work with DeHaven Kane before that stalwart's retirement. The following year, Harris was vice president for finance. This posed a personal problem, for it meant that his father's firm could no longer represent the company. The elder Harris sacrificed the account, saying, "We're talking about what's best for you."

Nelson G. Harris, at the time he joined Tasty Baking Company in 1959. He was promoted to vice president for finance a year later.

Among his first assignments was taking the company public. In an interview in his office, Harris recalled his process of acquaintance with Tasty Baking Company, his acceptance of the vice presidency, and the development of the first public stock issue.

"In about 1934 or 1935, my father had a small accounting firm. It was not a large firm. He had some excellent clients, and because of his legal background, he was able to provide them with more than tax information. His relationship with his clients was really one of friendship. He was not a materialistic man. He was probably the least materialistic man I have ever known. His idea of a great afternoon would be to go into the law library that he had and just research things. He never wanted to merge the firm and never did.

"In 1934 or '35, and he told me this, he went into the Girard Bank. He had a very close friend who was the vice president and was a very good friend to Phil Baur, Sr., and he called Dad one day and said that Tasty would like to have an independent accounting firm: 'They are not borrowing money, they are not public, but they nevertheless have come to the conclusion that they would like a certified statement. They thought it would be good business practice, and I recommended you.'

"So Dad went out and saw Mr. Baur and Ms. Smith. Mr. Kane, of course, was the immediate contact, and Mr. Kane was trying to keep the cost down, and since they did not have a deadline, they worked out the arrangement that the audit would be done in the summertime, when Dad's people were not all that busy, nor was Tasty. It was the perfect situation.

"So I went to work in the summer for my father, and where was the first place that I was sent? Tasty. I think that the first time that I came here had to be in the summer of 1948, or the latest in 1949.

"When I was the senior in charge of doing all the statements, I started to get to know Paul better. I think that I was very helpful in those early years because I would go over the figures in great detail with him. At that time, there was a holding company that was set up to control the stock in the Baur family as result of the Morris/Baur situation. My father, I think probably along with Andy Young, set that up, but we certainly did the accounting and auditing work. I would say up until '55 or '56, I had a continuous relationship with Tasty Baking Company and with Paul for those years. Paul would occasionally call me up about some special area that concerned him. He wanted to know more about cocoa at one time, and I wrote a memorandum on cocoa. Of course, it was an education for me. Paul could ask me things like that while he might not want to ask people that worked for him. As I said, we became friends as well as working together.

An informal management meeting attended by (from left) Albert Lingo, Philip Baur, Jr., Nelson Harris, Paul Kaiser and Charles Vidinghoff.

"I think I continued to have a relationship right up to '59, so there was a financial part of the business I really knew. What I didn't know was the mechanical, and I was not familiar with the interrelationship of cost accounting and marketing, for instance. But very shortly, I got involved. I got involved directly with the profitability of the items and the cost controls, and I used to go through the bakery at least once a week, so I knew exactly what was going on.

"Paul was putting together the management team that would take us into the sixties, including Charlie Vidinghoff, Al Lingo, and John Wettig; and it was a relatively small group of executives to run what was then emerging as a good-sized company. Through the sixties we ran it as a very tight ship.

"The primary responsibility for the general ledger, which is your summary of accounts, was Miss Eisold. Gene Riddle had inventories and cost accounting, which was an area of continued concern on my part. If the cost structure is sound, then you can monitor and control your costs. Your profit is a foregone conclusion if you've established the proper parameters. That is unchanged.

"The insurance for the company was also my responsibility. Data processing was probably the biggest challenge I had because when I came it was a mess. Mr. Kane told me it was a mess. In fact, he told me, 'If you want to throw it out, it is all right with me.' Of course that was the last thing that we were going to do. We made some horrendous mistakes. This was the early days of the computer. When we put the first computer in, I went to Endicott, New York, where IBM has a school. I understood a little bit of it from college, but there had been enormous advances since then.

"The mathematics that I learned in the Navy now became helpful. If I had gone directly to the Wharton School I would never have taken those courses; there I concentrated totally on economics and statistics, and I took every accounting course they had.

"Coming back from Endicott, we really decided how we were going to do it. The computer system that we had at the time was all cards. You programmed it by punch boards.

(From left) Bob Wade, Joe Luchetta, Nelson Harris, Ed Stushldreyer, Bill Moulder, Art Walters, Charlie Vidinghoff, John Wurst at the 1961 annual management meeting.

Data processing on early computers, programmed through punch cards.

The Tasty Baking board of directors in 1963. (From left) Ed Budd, Paul Kaiser, Casmir Sienkiewicz, Louise Kaiser, Andrew Young, Joseph Pugh, Phil Baur, Jr., Nelson Harris and DeHaven Kane.

"When I was working for my father I taught some law courses at Temple. I taught negotiable instruments, real estate law and contracts, and in my class was Lew McQuirns, who had worked with data processing in the Army and was an excellent student. In the beginning I spent a great deal of my time working on the computer, but I hired Lew, and Lew was extremely helpful. That was the 407604 configuration. Over the years it's expanded to what it has now. Every time we bought a new computer, I went back to Endicott and spent a couple of weeks. I bought a couple of striped ties and made sure I had button-down shirts, because when you walk around IBM, they've all got the striped ties on.

"Our computer installation and programming became extremely valuable. We did some interesting things in the start-up of the new system. A salesman ordered 18 cartons of cherry pies in North Jersey, and we sent him 180. How did that get through shipping? How did it get through the trucker? All I can say is that we got a call from the salesman in North Jersey who had received 180 cartons of cherry pies, so we ran the biggest pie sale you ever saw.

"It all got worked out pretty well, and then we integrated our marketing system, which we're refining even today. Eventually we integrated the cost accounting system, inventories, and the general ledger. Walter Oshchypko was very helpful in that period. Walter was with Coopers and Lybrand at that point, and he is now assistant treasurer of the company. He's a very bright guy, and he is still with us.

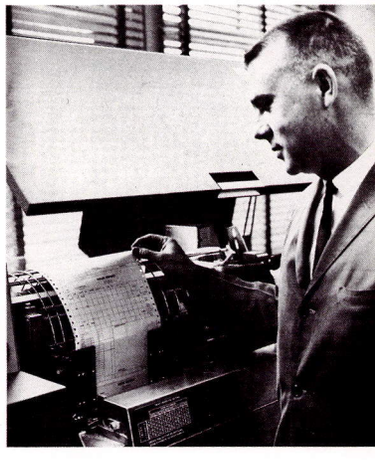
"In addition, I had the responsibility for all the legal matters involving the company and, of course, all the corporate tax matters. When we became public, I also had the corporate secretary's responsibility.

"In those days we had marketable investments. We had three or four million dollars, which was a lot of money. Every month we met and invested these funds. We had no debt and we ran the company very tightly. We put as much as we could into the cake, but as far as extraneous expenses are concerned we just didn't have them.

"Because Edward Hopkinson, who was a senior partner of Drexel, had been advising us on the investment of our marketable securities, we thought it only logical to go to Drexel when we decided to take the company public. We did not need to take the company public to raise money for the company; it was the desire on the part of the families to sell a certain number of shares. Their assets were tied up in Tasty, and they had no way to sell it. By going public, we created the market for the stock and equity from then on. The families were able to realize a substantial amount of money. We had no trouble selling the stock. That wasn't an issue at all.

"Mr. Hopkinson said, 'Fine, we will be glad to work with you.' He then referred me to a senior partner. I went to see this partner. He had a big rolltop desk, and despite the fact that I knew some of his younger partners, he addressed me as Mr. Harris, and told me to sit down. I sat down, and he turned to me and said, 'Your accounting firm is a firm that I really don't know very much about. If we're going to take your company public, then we're going to buy the securities and resell them. You have to use Price Waterhouse.' What we had was Scoville Wellington, an accounting firm

Nelson Harris with Elaine LaGreca, who has been Harris's executive secretary throughout his career at Tasty Baking Company.



The IBM 1401, which improved data processing efficiency in all accounting functions.

that eventually joined Coopers & Lybrand, a national firm. We were not trying to raise money, and there was an excellent secondary market.

"Paul was in Florida. I became the acting president when Paul was not here. I tell you this because of what happened next.

"Very politely I said, 'Well, Sir, we're very comfortable, and we think Scoville is a fine accounting firm, and we would prefer not to make a change.' He said, 'Well, Mr. Harris, I don't think we have anything further to talk about.' I said, 'All right, Sir.' I got up, shook my head, and left. You know they are going to make a lot of money out of this transaction. They are going to take Tasty Baking Company public for the first time.

"So I got a little nervous after I left, and I called Paul in Florida and told him what I had done. He said, 'I agree 100 percent with what you did, but I'll tell you what. Why don't you give Hopkinson a call and tell him what you've done?'

"I felt that the partner might have talked with Mr. Hopkinson, but I thought Paul was right. So I called Mr. Hopkinson, and I said, 'I just wanted to report to you that I met with your senior partner this morning and he feels that if we're going to work with your firm we have to have Price Waterhouse. Mr. Hopkinson, we have Scoville, and we think it's a fine firm, and frankly we'd prefer not to make a change.'

"He said, 'How was it left?' And I said, 'I've got to find another investment banker unless I use Price Waterhouse.' He said, 'I will call you back at two o'clock.' I talked with Mr. Hopkinson at noon; at two o'clock on the button, Elaine, my secretary, said, 'It's Mr. Hopkinson on the phone.' I picked up the phone, and I said, 'Yes, Mr. Hopkinson.' He said, 'Scoville, Wellington is perfectly acceptable to us.' I said, 'Thank you very much, Sir.' He said, 'Goodbye.' I never saw that partner again in the transaction.

"We went ahead with Drexel. It was very successful, and everything was fine, but it was a very interesting thing for an old established Philadelphia banking firm. I think it really took a couple of Philadelphians, if you will, which I consider Paul and me to be, who were not intimidated, to say, 'We don't have to do this.'

"The stock came out at $20 a share, immediately went to $27 or $28, and was sold out the day it came out."

When the company went public in 1965 the stock sold out on the first day.

As it grew through the 1950s and 1960s, the Tasty Baking Company shared its success with its employees. By 1959, the company could boast a remarkably sophisticated and complete set of benefits. *Krumbs* for August-September of that year devoted the entire issue to employee fringe benefits, describing such programs as full-coverage hospitalization, called "the first of its kind ever offered to any company by Blue Cross." Life insurance, vacations with pay, pensions, and disability insurance were among the many types of coverages presented by the company.

In an article entitled "The President's Corner," Kaiser summed up the accomplishments of six years by comparing the combined cost of wage increases and fringes, about $3.59 million, with the amount invested in ma-

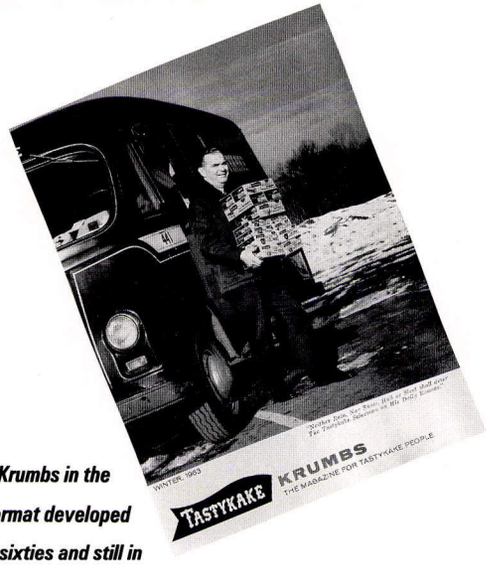
chinery and plant facilities, about $3.5 million, concluding, "it is a graphic reminder that job security, company growth and profit are directly related and as a unit must move forward together."

From 1960 to 1962, *Krumbs* took on a larger format and presented employees with an opportunity to know one another, through a series of departmental profiles recounting the responsibilities of each department, supplemented with interviews with executives, but never losing sight of the activities of all of the employees.

The 1960s represented a period of turmoil for Americans. Baby boomers all over the world tried to redefine their place in society at Woodstock, Chicago, Paris, Prague, and Philadelphia. Employees or the sons and daughters of employees went to Vietnam, and Tasty Baking, in fine tradition, sent *Krumbs* and Tastykakes. The company underwent the struggles of civil rights and emerged with a more fully integrated work force.

In 1963 *Krumbs* came back to magazine size, the same format it maintains today, with a full-page photograph on the front cover. Winter 1963 featured a salesman, with the caption, "Neither Rain, Nor Snow, Hail or Sleet shall deter The Tastykake Salesman on His Daily Rounds."

The third quarter-century of the company would bring a new look to Tasty. The early Sixties was a go-go era, in stocks and business as well as on the dance floor. Spurred by tax cuts during the Kennedy Administration, businesses grew and the stock market turned up. Between 1961 and 1964, the company's sales rose from $25 million to $40 million, with a similar rise in earnings. In this environment, Paul Kaiser decided to turn the company into a conglomerate.



An issue of Krumbs in the magazine format developed in the early sixties and still in use today.

Company retirees at a special banquet celebrating the 50th anniversary of Tasty Baking and the Tasty Baking management group on the occasion of the company's 50th anniversary.

In our conversations, Kaiser described his first considerations of expansion.

"Up to the time that we went public, I was putting all of my efforts and thoughts into making Tasty Baking Company strong in mechanization and building profits and learning the business from A to Z. Not to make a cake; that's not the point. I wanted to be able to have an organization that I felt deep down I could run. With year after year of growth, I thought that I had proven to myself that I could do it.

"I felt that we had a terrific reputation, and that with this reputation, I could take it out and spread the base of the company. I had visions of a holding company divided into companies and so forth. I didn't know how I was going to do it, but I was going to take that step forward.

"At that time, I thought we were going to get other food companies into this, only to run right into the fact that at this point in time, the tobacco companies, especially, were starting to diversify because they were getting scared of where their future was going. They were coming into the food industry and gobbling up food! So anything I looked at, the prices were way up here, and I was frustrated for a while."

The solution came in the form of Phillips & Jacobs, a company that produced graphic arts supplies. Nelson Harris, who as treasurer oversaw the acquisition, described the first Tasty Baking Company purchase as a "very, very interesting little company." Since the company was owned by the trust department of the Central Penn National Bank and Kaiser served as a director of the Bank, negotiations fell to Harris.

"It was bought as a pure financial investment and diversification," he said. "It has no synergism whatsoever with the baking industry. We bought it with stock, and it had $5 million in graphic arts sales and $5 million in sales of silver nitrate, which was then used in the graphic arts business.

"A fellow named Joe Winterberg was running it. I did my negotiation, however, with the trust department of Central Penn. The company was profitable, and it was a fine little company."

The purchase opened the door for further expansion. Harris then learned of a family-owned graphic arts business in Baltimore and added it

A few of the graphic arts products from the extensive line marketed by Phillips & Jacobs.

to the fold. "Now our sales are up $15 to $20 million, and things are looking good. We set up a silver-nitrate plant outside of Philadelphia. Then one thing led to the other, and now P&J is one of the biggest graphic arts distributors in the United States."

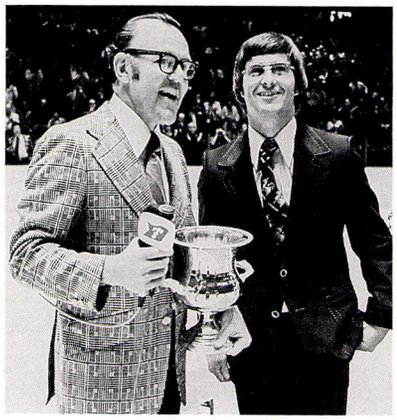
As the company's expansion continued, the road led into a number of areas that were synergistic to the baking business. "Buckeye Biscuit became available," said Harris, "and we ended up buying that. That was an excellent little company, also making money, but that was bought with a synergistic purpose. We thought, by buying a distribution company in Cleveland, we would be able to use that as a foothold for the sale of Tastykakes. It was profitable; the return on investment was good, and it was well managed. We bought that with stock, too."

As the company grew, the Tasty Baking Company came to encompass the entire family of subsidiaries, one of which was Tastykake, the bakery operation. The breadth of the larger company provided insurance. Sometimes Tastykake provided more than its share, and when Tastykake sales stumbled in the mid-seventies, the acquisitions provided the cushion to keep the company profitable.

As Kaiser recalled, "It worked up to the point that when Tasty hit a net worth of about $22 million, the subsidiaries that I had brought in were almost $10 million of its net worth. So it was now becoming very profitable to have these companies, and, of course, with them came their problems."

Larry Wahl, president of Buckeye Biscuit (left) and vice president Bill Greengalis, with some of the many products distributed by that company.

Jim Mullan, P&J president, and Joe Duden, executive vice president, inspecting the installation of an electronic scanner sold to a printing company.



Phil Baur, Jr., presenting the Seventh Annual Tastykake Sportsmanship Award to Philadelphia Flyers goalie Wayne Stevenson.

Not all of the acquisitions fulfilled their promise. As Kaiser said, "We acquired a pretzel company and a potato chip company. The pretzel company was in Baltimore. It didn't do as well as expected, and the plant was fire-bombed, so we were out of business there. The potato chip company was a wild one, but we worked our way out of it."

Noel, the potato chip company, was in Hanover, Pennsylvania, and seemed to be the perfect example of synergism for Tasty Baking. But when Tasty's management went to Hanover, put in another fryer, and produced Tastyflakes, the product didn't work. Kaiser remembers that the costs were unanticipated and too high. Harris felt that the Noel management should have stayed in place. "I think more companies have made a mistake of buying a successful business," he said, "and then trying to go in and tell those who made it successful how to run it."

The Tasty empire was spreading. Later acquisitions would set the armies in retreat, but as the sixties ended, with sales above $79 million, the company's growth potential seemed unlimited.

Salesmen marketing "Profit by the Foot" to store managers and owners. The concept was based on Tastykake's high turnover.

Tasty Baking Company moved into the 1970s with confidence and strength. The balance of the company's subsidiaries enabled steady growth to continue, but the team that Paul Kaiser had assembled began to change. Howard Scott, who replaced Al Lingo in 1966, was vice president for production until 1973, when he was succeeded by Len Halderman. Nelson Harris left, to assume the presidency of Horn and Hardart, and his place was taken by Warren Henderson. Ed Kimble replaced Charlie Vidinghoff as vice president of sales and marketing, though Vidinghoff remained with the company.

Family members were progressing as well. Pete Kaiser, brother of Paul, came into the company in purchasing and eventually became vice president. Paul Kaiser's son John joined the company and took the tour of duty in the various departments. Phil Baur, Jr., who had learned the bakery's ways through two decades in all its departments, moved into the presidency of the Tastykake subsidiary.

The stresses and strains of the economy wreaked havoc on company planning. The first oil crisis hit in 1973-74 and ushered in the odd beast called stagflation, which combined rising prices with flat business growth. Through the seventies, commodity prices and interest rates rose and fell wildly.

The company in the meantime adjusted to the marketplace. "Sell less to sell more" gave way in the 1960s to "Profit by the Foot," a marketing scheme designed to illustrate to market owners the remarkable turnover of Tastykake products. The Dillon study in *Progressive Grocer* had compared turnover per foot of shelf space; whereas meat turned over 27 times for a profit of $27 per square foot, Tastykake turned over 218 times, for a return of more than $50. Controlled selling continued, but promotions and discounts crept in, and gradually the company and the marketplace met on common ground.

Paul Kaiser began, during this time, to have a profound impact on Philadelphia. He sat on several major boards, including the Central Penn Bank and Philadelphia Electric; he was a visible and active campaigner for the United Fund and an active member of the Greater Philadelphia Chamber of Commerce; and he was a strong supporter of Mayor Frank Rizzo, which failed to endear him to his colleagues at the Union League.

All of these activities, Kaiser felt, enhanced the position of the Tasty Baking Company. His role with the bank permitted him insight into the Philadelphia business community, and Casimir Sienkiewicz and later Harold Still of Central Penn Bank served on the Tasty Baking board. Because P.J. Baur had found electric ovens to be far more efficient than gas, Tasty was one of the city's largest consumers of the product provided by Philadelphia Electric, and, again, J. Lee Everett, president of the utility, sat on the Tasty Baking board.

Kaiser maintained, too, that his political support redounded to the company's benefit, as he illustrated with a potentially disastrous story that had a happy ending:

"I got to know Frank Rizzo because, first of all, he was a very personable guy and very colorful. I thought the employees in the company would be very interested to know that the top of their management was conversant with the top of city management. He came out to the plant and took the place by storm.

"I felt we were in business here in Philadelphia, and this was our primary objective. I'm a Republican, but first of all, I'm president of a company, and we've got to exist. We must exist by getting along with City Hall, not fighting City Hall. I have fought City Hall and got nowhere, which I did with Tate. I didn't want any part of that again.

"I organized a fund raiser for his campaign, and we showed the Ali-Frazier fight, the 'Thrilla from Manila,' piped into the ballroom of the Bellevue Stratford. We sold tickets at 100 bucks a crack, and I'll never forget the money coming in–in fistfuls! We put on a cocktail party and a dinner, followed with the fight that was unbelievable, well attended, and we collected $115,000 for the mayor.

"So now I'm a real happy guy. Our connections with City Hall are now very, very good.

"To follow through with it, we had an ammonia fire at the company, and we had to evacuate everybody on Hunting Park Avenue. The fire engines came out there, and they found the ammonia fire. In due course we had to transport 20 or 30 women on stretchers to the hospital because of the fire. But the big thing was, Joe Rizzo, the mayor's brother, was now the fire chief. Joe Rizzo is big, and he's handsome, and he's in his uniform, and he's got his boots on and his yellow slicker that fits right, and his hat. When he got there, everybody shouted, 'Hurrah!' He walked in with his men, and they took over.

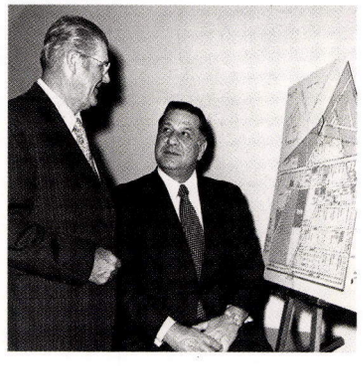
"He came down and said, 'Paul, we've got to close the plant down, you know.'

"I said, 'Why, Joe?'

"He said, 'Well, the Food and Drug Administration people are here to

Top photo, Pete and Judy Kaiser (second and third from right); Middle photo, Ed Kimble (left); Bottom photo, Howard Scott (left), are among those attending a Tasty Baking get-together in the 70s.

Paul Kaiser and Mayor Frank Rizzo reviewing the progress of Allegheny West during a visit by the mayor to the bakery in 1973.



A cover photo from an issue of Krumbs acknowledging one million hours of accident-free operation and a masthead from the regular safety column from an early issue of Krumbs.

close it down because the food's contaminated.'

"I said, 'How long is this going to take?'

"He said, 'Last time I saw one operate, by the time they get done inspecting all the packages and everything, three or four days, maybe, you're going to be down.'

"I said, 'We can do better than that, can't we, Joe?'

"He said, 'Well, you know the boss.'

"I said, 'Yeah. Look, I'll tell you what. We'll take every damn bit of raw material and anything that's not packaged, all the stuff upstairs, out of here by truck, down to the incinerator, and we'll burn it up. We're not going to test anything. We'll burn the whole damn raw materials up. How about that?'

"He said, 'That'll work. Only problem, it's four o'clock in the afternoon. The incinerator's down.'

"First of all, I called the Food and Drug Administration, and I couldn't get them on the phone, because at four o'clock, they were gone.

"I called the mayor and said, 'Frank, I can't let this place shut down for three or four days. Can't we get the incinerator open? I'll get the trucks, but I've got to get the FDA guys.'

"By six o'clock, we had trucks, we had the FDA, we had the incinerators open. You see, once a day, they back trucks up to the incinerator, so that in the morning they dump. Now, here all these trucks are all backed up to the incinerator to dump the next day, and we can't get our stuff in to dump it. So they've got to clear all that out, get all of our stuff in. We had an FDA guy sitting down at the bakery; we loaded the trucks; he sealed them, took them down and dumped it with an FDA guy. We were back in operation at four a.m.!"

Some of the products of Larami Toys, a former Tasty Baking Company subsidiary.

Disasters seemed to be lurking behind every tree and lamppost throughout the decade. Though sales continued to grow, passing $100 million in 1973 and $150 million in 1976, the vagaries of the marketplace continued to require that sometimes Tastykake supported the subsidiaries, and sometimes the subsidiaries supported Tastykake.

One of the acquisitions was Larami Toys. A great success under its founder, Dave Ring, the small-toy company seemed to have an odd synergism: it produced small items, attractive to children, bought on impulse. Most of all, it was profitable and well managed.

Commodity prices began to shake out the market in the late 1970s, and the company found itself in a squeeze. Suddenly Tastykakes were more expensive and not selling as well. Suddenly Phillips & Jacobs and Larami Toys were pulling money out of the company instead of bringing money in.

John Pettine, who is now the vice president for finance, started work at Tasty Baking Company in 1972 and monitored the company's finances during the rest of the decade. In an interview in his office at Tasty, he recalled the ups and downs of the late seventies.

"My recollection of 1975 is that it was a year where a lot of things

went our way and a year in which we made some good decisions. In '75 our pricing structure at the retail level had reached a quarter, 25 cents a package; the cake seems to move well when it's in fives. That summer, as I recall, was the first summer that we developed a chocolate coating for the Kandy Kakes that could stand up to the heat of the summer. Also in that summer, our competition took some pretty bad strikes from their route people.

"We had gotten through the energy crises of '73 and '74; interest rates had gotten to 12 percent and everybody was scared to death. When interest rates started to go down, the economy started to come back, and energy costs started to go back down. We just had a lot of things going for us.

"All of a sudden, about halfway through 1976, those of us who were in finance knew there were problems developing. You could see the handwriting on the wall in that the numbers were starting to tighten up a little and that if some actions weren't taken, we would have some problems. As we started to come closer to a finalization of the budget for 1977, there was a pretty substantial projected profit decrease for 1977, what we had budgeted versus where we were estimating we would come in 1976.

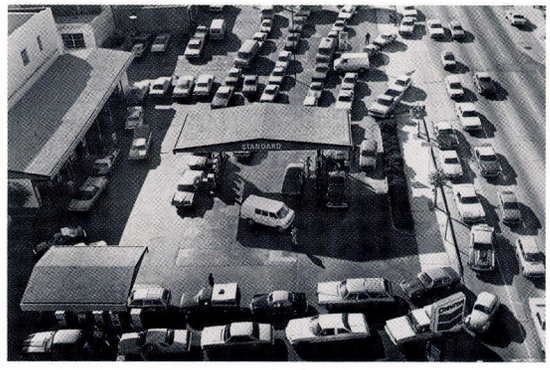
"Unfortunately, the decision was made to raise the cake price from 25 cents to 30 cents. When we went to 30 cents at the first of 1977, units plummeted. Then we really started to have a lot of problems. We had bought the Fox Street property and eventually didn't do anything with it, so we had a white elephant over there. P & J started to have some problems. Larami, the toy company, started to have some problems. Dave Ring, who ran Larami, retired, and he really understood the business and had the guts to make the decisions that had to be made to make money in the business. So a lot of unfortunate things happened."

John Phillips and John Pettine reviewing the company's budget plan for 1986.

The late 1970s were a disaster for more than just the Tasty Baking Company. In 1978 the second gas crisis hit, causing havoc for drivers, sending commodity prices through the roof and crippling the gas-dependent East Coast. Through it all, Kaiser was relentlessly optimistic. After all, he knew he had turned the company around before, and he felt he could do it again. But the one-year setbacks of the 1958 recession or the 1973 commodity crisis were not comparable. Moreover, Tasty had one more bit of baggage: Ole South.

Phil Baur remembers visiting the Ole South plant while on a trip to Little Rock, Arkansas. The company seemed remarkably like Tasty Baking: a family-owned concern with an enormous local following and a popular product line, in this case frozen cobblers. Despite reservations on the part of certain board members and executives, Tasty added Ole South to its family.

It just didn't work. First, cobblers are a southern dessert treat, virtually unknown in the Northeast. Second, a number of national companies rushed into the market with cobblers just as Tasty was introducing the product. Third, Tasty salesmen, masters of end-displays in the supermar-



A lineup of cars during the gas crisis of the 1970s. Inflation had a dramatic effect on commodity prices as the decade ended.

kets in their region, found it difficult to compete for space in the frozen-food sections. Fourth, the product didn't hold up very well when it got into the freezers. Fifth, the product unfortunately reached the Northeast at the same time that the microwave, with its instantaneous preparation, was replacing the oven, and Ole South took 45 minutes to prepare.

As a final blow, commodity inflation, which raised the price of the fruit ingredients for the cobblers as well as for other Tastykake products, put the company in a double-bind: sell at low prices and lose money or raise prices and lose sales.

Because of the enormous goodwill built into the price of Ole South, Kaiser found that in order to get a tax loss on the sale of the company, he would have to liquidate it and sell the assets. The Ole South experience resulted in what Kaiser called "A lot of red on the P&L"–losses beyond profits. Between 1976 and 1979, earnings fell from a record $6.66 to a negative $2.26. and sales for the company remained virtually flat. The year 1979 marked the first year of losses for Tasty Baking Company, though the following year it was back in the black.

Kaiser forged ahead. Ed Kimble retired in 1978, and John Kaiser succeeded him as vice president for sales and marketing. The following year, Paul Kaiser invited Nelson Harris to return to the company as president and chief operating officer, with an implicit understanding that Kaiser would retire at 65 in 1981 and Harris would assume the position of chief executive officer. At the same time, Harris and Myron Gelbach, a prominent Philadelphia businessman, joined the board of directors. Another new team was in place to confront the problems and the quandaries of the company's first serious decline.

In January 1981, Kaiser presented his annual talk to sales staff. He was confident the company would turn around. "I had every reason to believe," he said, "that the plans we had made were going to do the job."

Planning for the Future

1981-1989

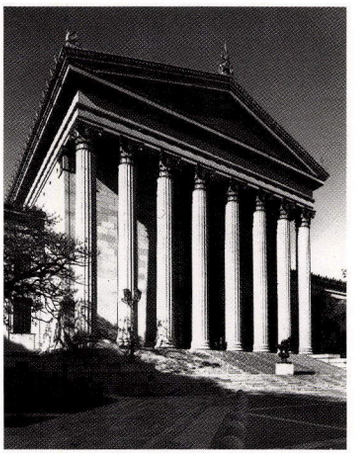
A recent view of Philadelphia looking down the Parkway from the steps of the Art Museum.

The Tasty Baking Company was 67 years old in 1981, and workers at the plant on Hunting Park Avenue gazed out on quite a different world than the one Morris, Sober, and the Baurs had seen on their first reconnoitering trip to Philadelphia. In some cases pieces of the puzzle had changed: some neighborhoods that were depressed in 1914 were restored and gentrified by 1980; some neighborhoods that flourished in 1914 now languished in a despair of abandoned homes.

The ballparks that once were part of the Tasty Baking neighborhood were gone, but a sports complex thrived at the other end of town, and the city fielded championship-caliber teams in basketball and hockey in addition to baseball and football.

The Spectrum in South Philadelphia opened in 1967 and served as home to the 76ers, who replaced the Warriors in the National Basketball Association, and the Flyers, a National Hockey League expansion franchise that rose quickly in the standings. Both fielded championship runners-up in 1980. The Phillies, paced by home-run king Mike Schmidt and pitcher Steve Carlton, brought the 1980 World's Championship to Veterans Stadium, their home since 1971. The Vet was also the site, three months later, when the Eagles under Dick Vermeil defeated the Dallas Cowboys to advance to the 1981 Super Bowl.

The Philadelphia Museum of Art on the Parkway.



The Philadelphia Orchestra, just a few years older than the baking company that always lent it support, was by 1980 among the world's most highly respected. The Philadelphia Museum of Art and the Benjamin Franklin Institute had achieved international renown. Neighborhood movie theaters had all but disappeared and the downtown palaces were gone, but Philadelphians flocked to multiscreen theaters in and out of the city.

As Philadelphia and its cultural institutions earned increased stature, so its natives spread out all over the country as Americans became more mobile. Highways, like the Schuylkill Expressway and I-95, were completed in the sixties and seventies and cut through cities to deliver suburbanites to commercial centers, then linked up across America in an

The Mummers Parade, one of Philadelphia's oldest and most popular traditions. Over the years a number of Tasty Baking employees have marched up Broad Street on New Years Day.

interstate system that opened a new century of settlement in the south and west. Air travel became cheaper and more common, even as the railroads struggled to survive, and new vistas opened for all but the most timid.

Philadelphians relocated in places like Florida, Arizona, and California, and they took with them memories of their foodways, of cheese steaks and hoagies, soft pretzels and Tastykake. It was not unusual in the seventies to see Joey Bishop, Mama Cass Elliot, Frankie Avalon and the like on television talk shows admitting that Los Angeles wasn't all that bad, except you couldn't get a Tastykake. A woman in exile in Carmel, California, started a Mummers Day West in that idyllic coastal town. When Tasty tested the Phoenix market, an ad in the local paper for a reception drew 1,000 expatriate Philadelphians. Restaurants featuring hoagies and cheese steaks in such gourmet capitals as New York and San Francisco only seemed to succeed if they stocked Tastykake.

Around town, the company enjoyed high visibility. To cultural institutions, it was represented by Willavene Morris, widow of one of the founders, then well into her nineties. In political and business circles, it was represented by Paul Kaiser, outgoing and always visible, son-in-law of the other founder.

Willavene Morris was very active in the cultural life of the city. She was instrumental in raising funds for the Impala Fountain as a memorial to her husband.

But in its own financial offices and boardroom, Tasty Baking Company was facing problems, caused by its acquisitions, erratic commodity prices and fluctuating interest rates, and aggressive price raises in the product line. Kaiser was confident he could find the cure, but his coworkers and board members were increasingly concerned. Harold Still, then president of Central Penn National Bank, worried that the company continued to pay healthy dividends despite its unhealthy balance sheet, and he visited Myron Gelbach, a respected businessman who was one of the company's newest board members.

"I don't remember the timing," Still said in an interview in 1989, "but I do know if one really looked at the tangible net worth of the company, it decreased nearly by a third in a relatively short period of time. I use the word tangible because there was a lot of goodwill in the company, which no banker ever counts. My sense of responsibility as a director became very much quickened, and I was really upset as this went on."

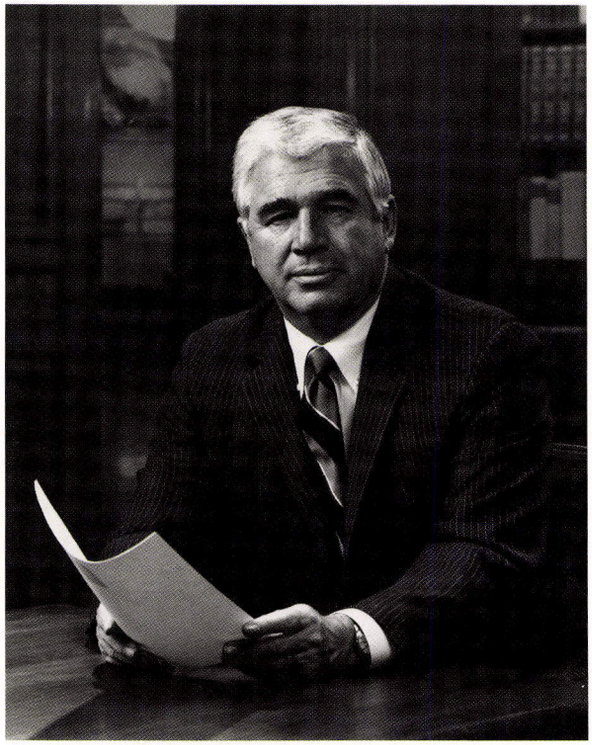
Gelbach and Still then visited Kaiser. "This was very difficult for me," Still said, "because Paul Kaiser is a good friend, and I liked him very much." But the two directors threatened to resign if management did not begin to address the problems they saw as critical.

At the same time, and independently, Nelson Harris, who had returned to the company as president and chief operating officer, was undergoing similar anxiety. He contacted Dick Gallagher, an econometric analyst with a firm called META. Gallagher ran a regression analysis based on some essential key indices: personal disposable income, consumer price index, population by age group, and employment. His summation was, as Harris recalled, "I hate to tell you, Nelson, but your trolley ran off the track. And unless I am absolutely wrong, and I'm willing to bet on a 5 percent degree of error, plus or minus, '81 is going to be a very bad year." "When 1981 was done," Harris added, "his projection was within 5 percent." Harris discussed the results of the analysis with Paul Kaiser in detail.

As a result of the apprehension and concern exhibited by the directors and management as well as Phil Baur, Jr., and Paul Kaiser, it was agreed after much discussion and negotiation to effect changes in the composition of the board and in management responsibility. Nelson Harris, already president, would become chief executive officer; Phil Baur, Jr., would assume the chairmanship of the board; Paul Kaiser would continue as a member of the board; and Fred Aldridge, a partner in the company's law firm (Stradley, Ronon, Stevens and Young), would replace Louise Kaiser on the board.

At the annual meeting the next day, Kaiser announced the changes. To this day, he believes he could have weathered the crisis and returned the Tasty Baking Company to profitability. In our interview, he blamed the cash flow problems on the loss caused by Ole South, and he said that he had intended to retire in the fall of 1981, when he turned 65, and then turn over the reins of power to Harris.

Mrs. Eugene Ormandy, under the portrait of her late husband, joined by Philip and Barbara Baur, Edward Morris, and Nelson and Rita Harris.



Nelson G. Harris, president and CEO of Tasty Baking Company.

Harris began at once to implement changes. First he halted renovations on the Fox Street property that was intended for executive offices and for Larami Toys, which he planned to divest. He invited Ed Kimble to return as vice president of sales and marketing and rounded out the team of executives with John Pettine in finance and Len Rayca in production. He retained Brookes Britcher in engineering, and Hank Simpson remained director of public relations.

Harris recalled in our conversations that the company's net worth had declined to about $26 million, and debt stood at $19 million. "We had to sit down with the banks," he said, "their loan officers and in most cases a senior executive. John Pettine and I outlined what our plans were and how we would handle the debt. I was quite candid in outlining the exact situation that the company was in and explained that our number-one priority was to reverse the decline in unit sales."

At the same time, Harris entered into negotiations with Dave Ring, from whom Tasty had originally bought Larami, to sell him the toy company. He also sold Tasty's two airplanes; the three full-time pilots were the only employee casualties of the change in management.

Immediately, Harris recommended to the board that the payment of dividends be stopped to assure that the banks did not call the company's loans. He knew that the company would not have gone bankrupt, nor would it have gone out of business. However, it quite likely would have been sold. With the stock at $6 a share and 2.6 million shares outstanding, a purchase price of $20 million would have provided a premium for the stockholder and a bargain for the buyer.

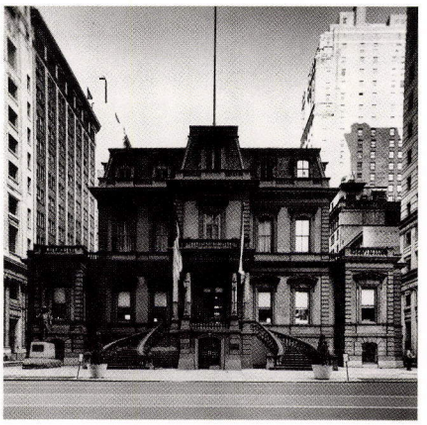
Finally, Harris decided that the company needed a strategic plan. He chose the Princeton firm of Kepner-Tregoe and began the process of rethinking the goals and objectives of Tasty Baking Company and mapping strategies for its turnaround.

When in 1981 Nelson Harris assumed the role of chief executive officer of Tasty Baking Company, he brought to the job the combined vision of insider and outsider. He had, after all, worked summers at Tasty while earning his accounting and law degrees, helping his father, who was the company's independent auditor. He had, too, served a long tenure as vice president and treasurer, guiding the company in many financial situations.

He left Hunting Park Avenue in 1968 to take on the difficult task of reviving the declining fortunes of the Horn & Hardart Company. He did not succeed, because the situation was beyond salvation, but the experience left him with insights that would prove valuable at Tasty in the eighties. After Horn & Hardart, he assumed the presidency of the Central Valley Company, the holding company for the complex of subsidiaries of the Industrial Valley Bank. The job offered him exposure to the broad business community of the Delaware Valley as well as involvement in the bank's golf tournament. Harris, after all, was an award-winning athlete in high school and was to become a member of the Gloucester County Sports Hall of Fame.

By 1979, Harris was prominent in Philadelphia. He was president of the prestigious Union League, and it was during his presidency there that Paul Kaiser initiated the conversations that brought Harris back to Tasty Baking.

Harris lives in Lafayette Hill with his wife, the former Rita Jane Storrie, an accomplished artist. They have six children, ranging in age from 26 to 39.



The Union League. Nelson Harris was president of the League in 1979.

Harris's combination of education and experience prompted him to develop the strategic planning session, which brought Tasty Baking Company's executives together at Eagle Lodge. The first issue at hand was to decide what kind of company Tasty Baking wanted to be. Klaus Oebel of Kepner-Tregoe conducted and facilitated the sessions, which Harris recalls with admiration.

In an interview in 1989, Harris recounted the circumstances and the possibilities:

"I thought the whole mental exercise was invaluable. Were we going to be a production company, because we had very capital-intensive equipment and could make cupcakes and Krimpets relatively inexpensively? Or were we going to be a distribution company, because at that time we had 300-plus routes and therefore a wide distribution network? Were we going to be oriented toward return on net worth, a company with its sole purpose to give the shareholders the highest return? We decided that Tasty Baking Company was driven by the needs of the market, a consumer-oriented company.

"Klaus Oebel was *very* good. We needed a stern taskmaster, a very firm hand. Once we arrived at it, we had to say, 'All right. The ship's on this course. We're going to do it.'

"Having done that, we sat down and evaluated the strengths of the

company. We came up with the fact that the greatest strength of the company within the community we serve is the Tastykake name, its image of integrity, and its reputation for quality products and quality ingredients. Then, of course, we had dedicated employees and technical know-how.

"Then we went through the various weaknesses that we had: a decline in the marketplace, a loss of confidence among the employees, a serious morale factor, and then more tangible things, such as single-plant vulnerability.

"Once we had decided that we would serve the needs of the market, this course carried certain other ramifications. If we were going to be consumer-oriented, we needed to determine what products the consumer wanted. So we assigned Gordon Wells, who had been head of quality control, to set up a new products department, and put him in charge. We put much greater stress on market research and, in effect, shifted our whole thought process toward selling consumers what they want. In that line, we made probably one of the single most important decisions that the company has made: that we would sell a product that we did not manufacture, providing it met the quality standards that we placed upon Tastykake products.

"Once we did this, we opened Pandora's box, because we were no longer limited to dedicated ovens or line extensions. As a direct result, in 1988 we sold $34 million of products that we did not offer in 1982.

"The planning retreat lasted just a couple of days, and afterwards Kepner-Tregoe sent us a report with all the information. Then we went back for another couple of days. Part of my objective was to bring the people together to make them part of the plan, to acquire the benefit of the collective wisdom and the personal investment of each of the executives."

Consumer research and in-home testing, which played an ever-increasing role in the development of new Tastykake products.

Brookes Britcher was vice president of engineering at the time of the retreat. A graduate of Temple University who holds a professional engineer's license, he first encountered Tasty Baking Company while working on the cocoa coating system on behalf of an engineering firm. Bill Robb, who was then vice president of engineering, invited Britcher to join the company, and Britcher succeeded him in 1980.

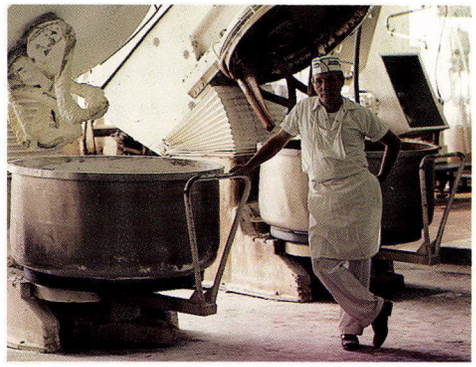
A quiet but articulate man, Britcher sits in an office surrounded by schematics, diagrams, and plans. He is an avid scientist, and he assists in developing and promoting mathematics competitions for schoolchildren. The whole of the Tastykake mechanical world is his bailiwick, and he is responsible for its operation. In an interview in 1989, he recalled the experience at Eagle Lodge.

"I can recall very vividly the first day. It was all of us, Phil Baur, and two board members. We spent the first five hours trying to decide what business we were in, let alone what business we would like to be in. I guess the most eye-opening part of the process was how fundamental the questions have to be as the starting point.

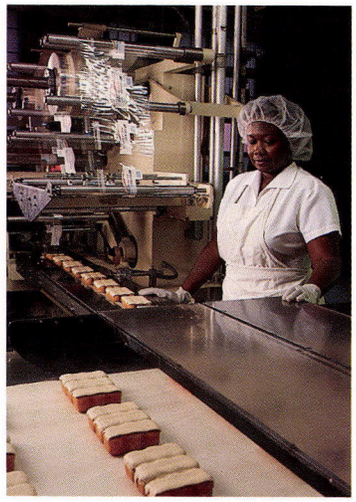
"In the early eighties the strategy was clear: survive, continue to grow

the business, cut the expenses, halt the decline of profit and units. The strategic planning meetings forced us to think about where we wanted to go. Five years later we took that strategy, amended it and updated it. That was really the point at which you could get your head above water and look around and say, 'Which way should I go?' Prior to that we just wanted to get to the surface. You didn't care how you got there as long as you got your head above water.

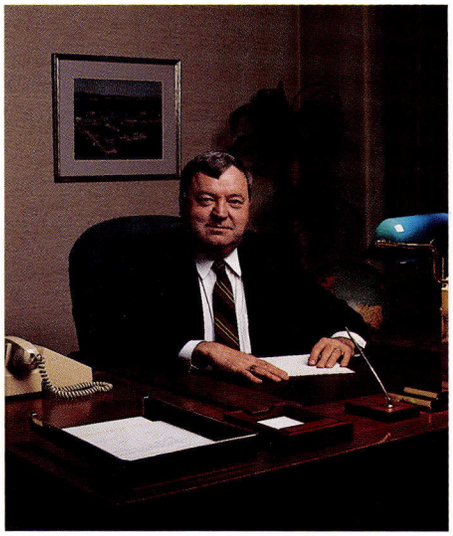
"That is when the fun began. When you're struggling and gasping for breath, that is not the fun. We have been able to take some risk and move into some new areas and new products. That's what the corporate experience is all about. We are able to make decisions now, not out of a crisis."



Quality control at Tasty Baking Company. Automation has increased production capacity dramatically, but quality control continues to be a 24-hour-a-day responsibility.



Carl S. Watts, president of the Tastykake Division.



The end result was that Tasty Baking Company emerged as a consumer-driven company. Carl Watts, who is now president of Tastykake, was director of sales at the time of the Eagle Lodge retreat and was not among those in attendance. Over the next few years, he worked to help implement the plans made in 1982. George Gunn replaced Kimble in 1983; then, when Gunn left in 1985 to return to the advertising business, Watts became vice president for sales and marketing. At the end of 1989, he became the fifth president of Tastykake, following Herbert C. Morris, Paul Kaiser, Philip J. Baur, Jr., and Nelson Harris.

Watts is a tall, outgoing man who rose through the company sales force, starting in 1967 as a driver/salesman and moving up the ladder. As vice president for sales and marketing he brought to the job a strong sense of the sales representative's needs and responsibilities. He also assimilated the skills of marketing to the extent that he is quick to analyze and explain the numbers that are crunched by his marketing department.

In an interview in 1989, he talked about the effects of the strategic plan.

"What evolved was that we had to be sensitive to the market, a consumer-driven company. If the consumer wanted something that wasn't in the shape of a cupcake, maybe we better find out what the consumer wanted. We agreed to have people manufacture products for us if we do not have the capability here, and one of the overriding forces was that whether we made it or somebody else made it, it would be made to Tastykake standards of quality.

The executive team responsible for developing the strategic plan. (Left to right) John Pettine, Owen Morris, Brookes Britcher, Ronald Examitas, John Phillips, Philip Baur, Nelson Harris, Leonard Rayca, Gordon Wells, George Gunn and William Mahoney.

"Trying to understand what kind of company we wanted to be, what kind of business we wanted to be, I think we realized that we wanted to be in the baking business because that's what we knew how to do. It ruled out buying a gas station someplace. We were good bakers, and we thought we could reasonably market the products."

The strategic plan, entitled *Strategy for the Eighties,* is a simple but significant document because it illustrates the striking changes that have taken place over the past 75 years, not only in the Tasty Baking Company but in corporate America. P.J. Baur and H.C. Morris would not have had the management tools to develop such a strategy, since those tools had not yet been developed and refined; moreover, as entrepreneurs, their focus was on making the product and selling it.

The strategic plan postulates a time perspective of five to seven years and a driving force of market needs. The strategy is contained in a paragraph on the first page: "We will be a market-needs driven company whose primary thrust will be to provide consumers with products that will satisfy their snack needs. These consumers like and use snack products, baked or otherwise, with the following characteristics: readily available, convenient, individual portion, ready-to-eat."

The plan goes on to describe market scope and future market scope, then sets forth the company's basic beliefs and key assets in a manner that would make Baur and Morris proud:

"OUR BASIC BELIEFS

"Maintain the high quality standards synonymous with the name Tastykake.

"Maintain the financial balance of the company through reasonable profits, reinvested capital and reasonable dividends in line with profits.

"Encourage individual growth and development of our employees.

"Continue to participate in and be a responsible citizen relative to community activities.

"Adoption of a reasoned and equitable policy relative internally to employee relationships, and externally to all phases of those with whom we do business.

"Honesty and integrity with respect to our products, employees, suppliers, customers, and shareholders.

"OUR KEY ASSETS

"The image and reputation of the name Tastykake is our primary asset. Our know-how and our people are vital to our future. We feel we have the management team and the dedicated employees, in place, to propel through the 80's with our new Driving Force to meet the goals we have established."

The plan then lists goals, capabilities, critical issues, and mission statements for each department. When it was in place, the team set out to make it happen. The first play was a long pass: marketing a new product manufactured by another company.

Bob Pierce (back row, second from left).

The look of the eighties. Convenience stores like this have become very important retailers for Tastykake products.

Now that the Tasty Baking Company perceived itself to be driven by the needs of the market, it was necessary to look at the market and test its needs. Several factors, common to the changes in America's population and demographics, stood out.

First, the nature of the market, in several senses of the word, was changing. Robert F. Pierce, director of advertising, described the new directions in an interview. He is the son of Fred Pierce, who was vice president for sales and marketing in the 1950s, and he has worked with the Tasty Baking Company since 1957 in various sales and advertising capacities.

"Ten years ago," he said, "of our top accounts, one was a convenience-store chain, 7-11. Now seven of the top twenty accounts are convenience-store chains. Men do more convenience-store shopping than women do, and because 50 percent of women are in the work force, men are doing more of the supermarket shopping than they used to. The famous target of all advertising for Tastykake for years and years and years was the housewife of 25 to 49 who had children. That's not true anymore."

According to Len Rayca, vice president for manufacturing, the graying of America was a factor as well. During his career at Tasty Baking, he has seen the changes from all sides, having begun as a salesman in 1955. Since then, he learned the business in the familiar Tasty manner, serving in nearly every phase and department of production before he was tapped for the vice presidency. Along the way, he earned a certification in business administration at Temple University.

"In our major marketing area," he said in an interview, "we were dealing with an aging consumer. The segment of people over 50 in our marketing area was increasing, and people in that age group didn't eat as much of our type of product, for whatever reason. Yet there was information that indicated that those people in that age group did eat doughnuts."

And so the company set forth into unknown territory. The toy company was gone. Ole South was just red ink on old balance sheets. The doughnut era was about to begin.

Rayca recalled that Tastykake had tried doughnuts once before, in 1968. At that time, the marketing department found what it perceived to be a gap in the market, old-fashioned doughnuts, and recommended pursuing, in the Tastykake tradition, individual wrapping. But the product, test-baked at Doughnut Corporation of America and distributed on Tastykake routes, failed to catch on. The company chose not to commit to developing doughnut production.

Phil Baur, Jr., chairman of the board of the company, worked at all levels and in each department of the company, but his greatest interest was production, and the new orientation of the company was exciting to him.

Baur is a family man and widely traveled, and both aspects are in evidence in the office he maintains at Tasty. He is also a deeply religious man, who dedicates a significant part of his life to evangelical Christianity.

As he made his way through the company from the bottom up, he

never anticipated the next move, but simply performed at his best at every level. He had no interest in running the company unless that task fell to him; then, as with everything else, he attacked it to the best of his abilities.

He graduated from The William Penn Charter School and Haverford College, then spent two days as a medical student before embarking on his career at Tasty Baking. In September 1952, he joined Tasty Baking Company; shortly thereafter, he married Barbara Joyce. They have six children.

In our conversations in his office, he recounted to me the process by which the company introduced what has turned out to be an enormously successful line of products:

"We knew that there was a $100 million doughnut market out there, which, for reasons of personal prejudice, we had determined not to go into in previous years. We went into the doughnut market doing some things that we had not done before.

"We went in with the idea that we were not going to try to come out with a new doughnut or something unique. We had tried that about five years ago, and it had bombed. We said, 'We don't have to be unique. We have certain strengths here. We have fantastic distribution capabilities. We can make products day in and day out with great quality and uniformity.

"Our charge to Dr. Wells and to the marketing department was to test market new products, to find out what were the best-selling doughnut products on the market, and to find another company to make doughnuts for us. This was something that our marketing people had wanted to do in past years, and we would not do it. We would have that company make up samples of the best-selling competitive doughnuts on the market. Then we would take these samples out to consumer groups along with samples of the best-selling doughnut itself. When we found a supplier that could make product as good as or better than the best on the market, then we would go into it.

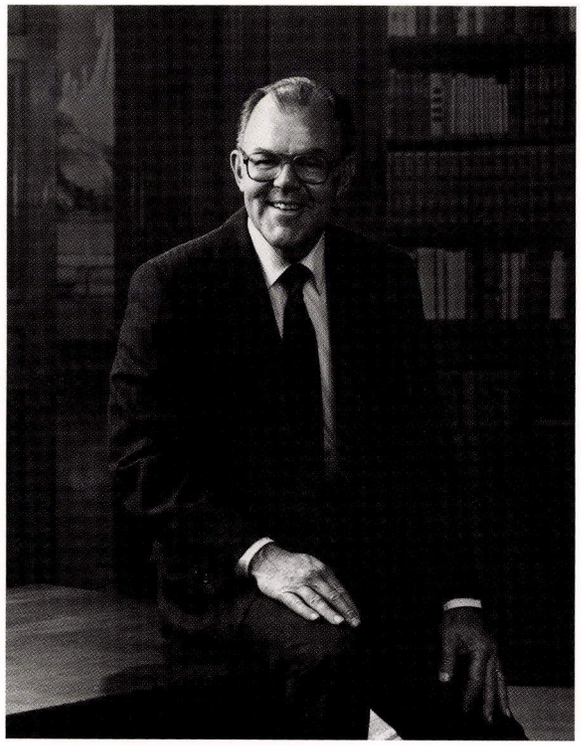
"We went to several doughnut suppliers, and we ended up with Krispy Kreme, and they made doughnuts for us for maybe a couple of years. We were absolutely up front with them. We said, 'This is our program. We want you to make doughnuts for us for as long as it takes to prove to us that we have a market there. If the market is large enough, we intend at a certain point to put in our own doughnut line and make the doughnuts ourselves.'

"They were quite comfortable with us because they were in the doughnut-mix business as well as the doughnut-manufacturing business. They felt, and quite rightly so, that they could make our doughnuts for us, but when we decided to put in our own line, they would have the inside track in supplying us with doughnut mix.

"We got into the doughnut business, and it was probably one of the most successful moves into a new product in many, many years."

Nelson Harris described the process the company followed in its new efforts:

"First of all we did extensive market research to find out how many doughnuts were sold and whether or not it was going to be a good product. Gordon Wells was much involved with that, and we asked our own mar-



Philip J. Baur, Jr., chairman of the board of Tasty Baking Company.

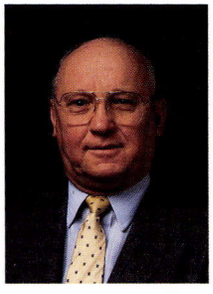
keting people to get a reaction.

"Particularly we were impressed with the fact that the sales of doughnuts in the convenience stores were so high. Half of a major competitor's sales were, in fact, doughnuts. So we made the decision that we would try it. We would go to a contract manufacturer rather than put in the equipment ourselves. And if it works, wonderful.

"We contracted with Krispy Kreme. We told them if the product was successful, we were going to make our own. We designed a package, and we tested it. The test was very positive, and we expanded. It finally got to the point where it made sense for us to manufacture the product ourselves."

The decision was made to call the doughnut line Morning Fresh because, as Rayca said, research indicated that consumers didn't regard Tastykake as a doughnut manufacturer. "We came up with Morning Fresh, a new color concept, new boxes, new commercials. We came to the conclusion that we had to have a full line.

"At the same time, Krispy was making mini doughnuts and said they looked like they would be a natural and fit right in with our line. We put the mini doughnuts on our routes without any fanfare. The salesmen took them out and put them on the shelf with our cake, and they took right off because of the combination of the size, price, and the package, which was nice and convenient. They were an instant success."



Leonard F. Rayca, vice president, manufacturing.

The success caused the company to make the next decision: to set up its own manufacturing capability. This presented a logistical problem of its own, since the Hunting Park plant was operating virtually at capacity. The sites considered were close to home, such as Fox Street, where Tasty owned property, and away from the plant, even in another state.

Rayca recalled:

"We wrestled with it and finally decided that for control factors and logistics, from a cost standpoint the goals of the company would best be served if we put it in this building. It would help defray some of the fixed costs that we have in this building by bringing more production in. We wrestled with how to fit it in and finally came up with a concept of hanging an addition onto the side of the building.

"We tried to plan ahead and anticipate where we would go if we needed a second doughnut line, so when we put the addition on we would provide enough space for a second fryer and, with some rearrangement, a second doughnut line. At that point Brookes Britcher and I got our marching orders."

A company that plans strategically plans tactically as well, and so the first task that fell to the engineering department was to set up a planning process. In the case of Building 7, as the doughnut area is known, that process did not have the luxury of time. The final go-ahead came around

Christmas 1984, with the instruction from Nelson Harris that he wanted the doughnut capability in place by July 1.

Britcher described the process in our interview:

"It was a fast-track project. It added new meaning to the term *fast-track* and some unique engineering things were done to allow the job to go. For example, the structural people would specify steel sizes that are standard sizes that most fabricators would have in their shop. We did not have enough time to roll the steel sections. If an 8-inch beam was what you required and the 8-inch size was unusual from a structural point of view, they would go to the next most convenient size. We actually got steel from three different supply houses in order to get all the steel here in time.

"We shut the east yard, which is used for receiving, for four days – Thursday, Friday, Saturday, and Sunday. For twelve hours each day those four days, the steel skeleton was erected. That was the only time we could do it, and we had to use the whole yard. The receiving department got their inventory in early; there was nothing in the yard for those four days but steel. We didn't have any rain. It was a gorgeous four days.

"Another unique problem was how to attach the new building to the old? The old building was built in 1922. There was no steel in the columns; all the columns are concrete. The new building is structural steel. To add a floor or a new roof, there was no place to attach the new steel beam because of the concrete columns. There was nothing there in terms of a connection point.

"The engineer came up with a unique design. On the face of the column, he put a 1″ thick x 2′ wide x 60′ long flat steel plate. It went up the whole side of the building, and there are three of them. He drilled through the steel plate and through the concrete columns, 60 holes in a column, in effect to spread the load throughout that concrete column. To the face of this 1-inch steel plate, he welded a 12-inch steel beam. That gave him the structure to connect the new steel and spread the load at the floor and at the roof line throughout 60 feet of column instead of right at that instant point.

Brookes A. Britcher, Jr., vice president, engineering.

Building 7, the addition that houses the doughnut line. Construction for the line posed some challenging problems.

"Around the middle of March 1985 we started the caisson drilling out here. On June 30, one day ahead of schedule, we made our first doughnut in that plant. It was 95 days of construction of the building and the process inside the building, plus another 3,000 or 4,000 square feet of continuous space adjacent to the new building. I believe during those 95 days, we only had 2 days of rain.

"That was an exciting project. It was night and day, six, seven days a week sometimes. It was a good example of a team–supplier, vendor, contractor, and in-house people. It certainly has to be one of the highlights of my career."

Len Rayca and Brookes Britcher at the doughnut line installed in 1985.

An incident that took place on the Krispy Kreme doughnut line in Virginia illustrates Tasty Baking Company's policy of supporting its employees and successfully delegating responsibility. A young black woman named Pam Jordan, who is now second in command along the doughnut line, was charged with quality control for Tasty.

As Nelson Harris recalled, she rejected a whole production run of the doughnuts for us. "She called Gordon Wells, who was her boss, and said, 'What shall I do about it?' Gordon advised her that she had the authority to reject it, and that she should reject it and advise them that she had that authority.

"It showed," Harris said, "that we not only supported her, but we let her know that she didn't need any supervisors to make phone calls in her stead. Pam's position has since expanded, as has her responsibility."

Pam Jordan, doughnut line supervisor.

The breadth of the Tastykake territory has varied widely over the years. Of course, the foundation is still the Delaware Valley, with historic strength to the west throughout Eastern Pennsylvania, to the east in Southern New Jersey, to the north throughout North Jersey and into parts of New York State, and to the south to Baltimore.

The company's history includes temporary forays into other territories. Brooklyn, for example, was a staple in the early years, abandoned during the Depression. Recently, Florida, with its many northeastern snowbirds and retirees, has joined the Tasty map, which extends north to New England and south into Virginia, the Carolinas, and Georgia.

If there is a pot of gold that has eluded Tastykake, it is California. The fastest-growing state in the country, awash with children, California would appear to be custom-made for the sale of Tastykake snack foods. Indeed, the state boasts a number of hoagie shops and other outposts for exiled Philadelphians, many of which advertise Tastykake to bring in customers. Tasty Baking initiated sales there in 1982 but was not able to develop the market.

Finally, in 1988, Carl Watts suggested that we withdraw. "They are not large snack-cake consumers," he said in our interview. "They eat 25 percent of what people eat in the Greater Delaware Valley on a per capita basis. We used to ship product to California, when 100 miles north of the bakery was a $130 million snack-cake market.

"We made a decision to go, first of all, where people eat a lot of snack cake. With our Infoscan data, we have category development indexes, and we developed brand development indexes. The first criterion now is not so much how many people are there but how much cake do they eat? If they're eating a lot of snack cake, we feel confident we can get our fair share."

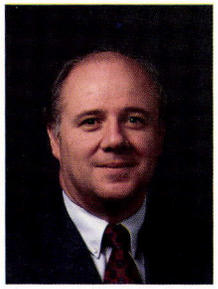
If the product line is the body of the company, to use an automotive analogy, then the sales force is its engine. From the beginning, from H.C. Morris's first foray into Germantown, sales has played a critical role in the growth and development of Tasty Baking Company. Today, with the commitment to serve as a consumer-driven company, the sales and marketing functions are even more central to the continued success and expansion of the company.

Significantly, each era has provided a sales perspective that fit its generation and its marketing style. Controlled selling, selling less to sell more, thereby minimizing stales and keeping customers hungry, was an ideal strategy for the Mom-and-Pop stores, with their manageable volume. Profit by the Foot, demonstrating the profit potential of the Tastykake product, was an ideal strategy for supermarkets, with their rapid turnover and insatiable appetite for sales.

To meet the new era, with its changing demographics, including the advent of the convenience store, the company devised a radical shift in policy: the sale of the routes to the driver/sales representatives, who would become owner/operators of their territories, distributing the Tastykake product line. Interestingly, a few of the company's early salesmen had worked under similar circumstances, until Morris decided that Tasty Baking needed to maintain control of its distribution network.

In our interview in 1989, Nelson Harris recalled the origins of the policy shift:

"We saw that it could accomplish several purposes if we could do it. It stabilizes distribution costs, and we could create a greater entrepreneurial motivation. The owner/operator would be motivated by the fact that it was his own business. It would create an equity in the ownership of the route, so he would acquire a second equity interest, not just the equity in his home."



John M. Pettine, vice president, finance, and treasurer.

Harris asked John Pettine, the chief financial officer, to perform an historical analysis of the sales system from a financial perspective. Pettine is a quiet, serious man who combines the skills and patience he developed as an honors graduate of La Salle University and a combat artillery officer in Vietnam. He joined the company in 1972 after working at the accounting firm of Arthur Andersen & Co. He is a CPA, and he lends his expertise to several accounting organizations as well as his alma mater, the Archdiocese of Philadelphia, and Allegheny West.

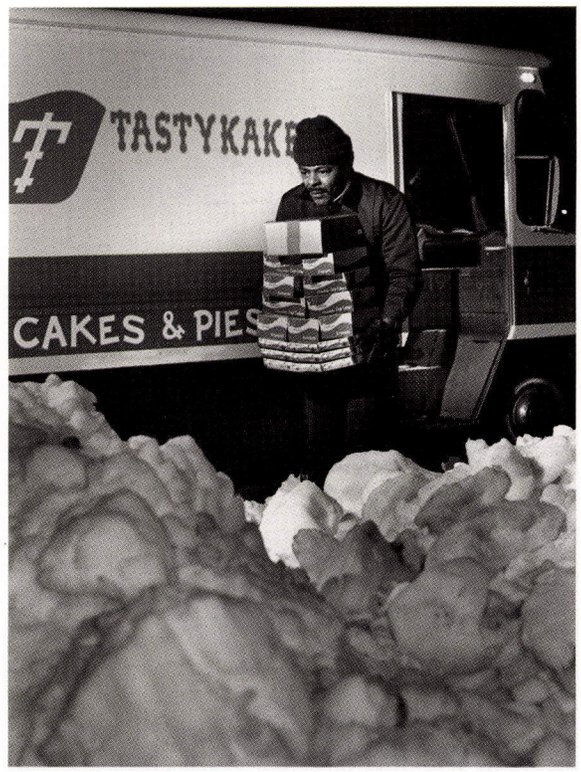
In our conversations, he recalled his analysis of sales processes:

"Comparing what it cost to deliver products ten years ago and what it was costing in '82-83, you could just see the escalating increase. Into the fifties and maybe even into the sixties, the basic philosophy was that there can never be a stale cake on the shelf. The economy was relatively stable; inflation was one and two percent, zero at times. Tastykake had to work out a compensation structure for the sales personnel that fairly compensated them for the effort that they made in the environment of controlled

distribution. Rather than sell ten and take back two, we would rather sell eight and take back zero.

"The world changed, competition got heavier, and you had to sell products. The idea, even today, is to move as much product out on the shelves as you possibly can, within reason, because of the perishable nature of the product. There was a dramatic change in the approach to the marketing effort; the problem was it didn't change the compensation structure. You paid people more to do less in some cases. You had a compensation structure that didn't tie into what was happening in the marketplace.

"What kept coming back to us was the idea of selling routes to people, making them true entrepreneurs and letting them really get compensated for as much product as they could sell. When we finally decided to do the conversion, we ran all the numbers, determined the price, then hired an outside consultant to help with the conversion."



Driver/sales reps became owner/operators in 1985, an important change that has benefited the sales reps and the company.

The first step was to communicate the program to the driver/sales reps, to explain the reasons for it and the benefits that would accrue to them and to the company. Carl Watts was director of sales at the time, prior to his appointment as vice president for sales and marketing and ultimately as president of Tastykake.

"Nelson called me over to his office. He said, 'I want to run something by you. Give me your opinion.' He told me he was looking to sell the routes, convert them to owner/operators. My immediate thought was, I wanted to buy the Pennsauken pickup point and all the 24 routes that were there.

"I thought it was an intriguing idea, to own a piece of Tastykake. A lot of work went into the project. I can remember asking our field district managers and our sales managers to send me every possible negative to converting the routes and why we shouldn't do it. I think we must have received 300 reasons why it should not happen. It was fine because we asked them to send us every possible negative that came to mind. We answered those questions, or at least took them under advisement so that we could set up a program that would work for the people."

William E. Mahoney is vice-president for employee relations and personnel for Tasty Baking Company. A Philadelphia native, Mahoney graduated from La Salle University. He came to Tasty from RCA and worked under Bill Pass, the first director of personnel, for ten years before assuming the directorship and eventually the vice presidency.

William E. Mahoney, vice president, employee relations and personnel.

With his responsibility for human relations, he played a critical role in the personal aspects of the conversion. In an interview in 1989, he described the problems he and the company faced:

"Carl Watts and I went all over the nation to see other people who did this. We got back, we spent exhaustive time to lay the groundwork and

planning, and in 1985 we made the presentation. We had some rough spots and some difficulties. At first, the thought of moving from employee to entrepreneur was troubling to many. However, after three meetings with each driver-salesman, all 386 routes were sold and the agreements executed."

Nelson Harris summed up the conversion and its positive effects, not only on the company but on the new entrepreneurs.

"We had worked it out so that we would finance it 100 percent, over 10 years, at 11.4 percent with no down payment. Throughout the period of conversion, we would discuss the problems that we encountered. The work of the district managers and regional managers cannot be overstated. They were at the pickup points talking to our people at four in the morning explaining the program. The regional managers also went out where necessary. Without the total effort that they made, it never would have been done.

"It's probably one of the best things that's ever happened to the company, and it has been good for our salesmen. They paid $50,000 or $60,000 and got something worth $110,000-$120,000. They're making more money. They have that second equity. And some of these fellows are doing a wonderful job of selling off parts of the route.

"We had 386 routes, and we sold them all. Today we have about 510 routes, and we've had 50 route splits, which means new routes in established territories, which is the best of both worlds. The balance of the routes is made up of additional routes which have been sold and company-owned routes that we've opened in places like Connecticut and Roanoke, Virginia."

Phil Baur reviewing the improved earnings of owner/operator Andy Wieleba since the change in route ownership.

Bill Mahoney (left) and Carl Watts (third from right) with several of the owner/operators.

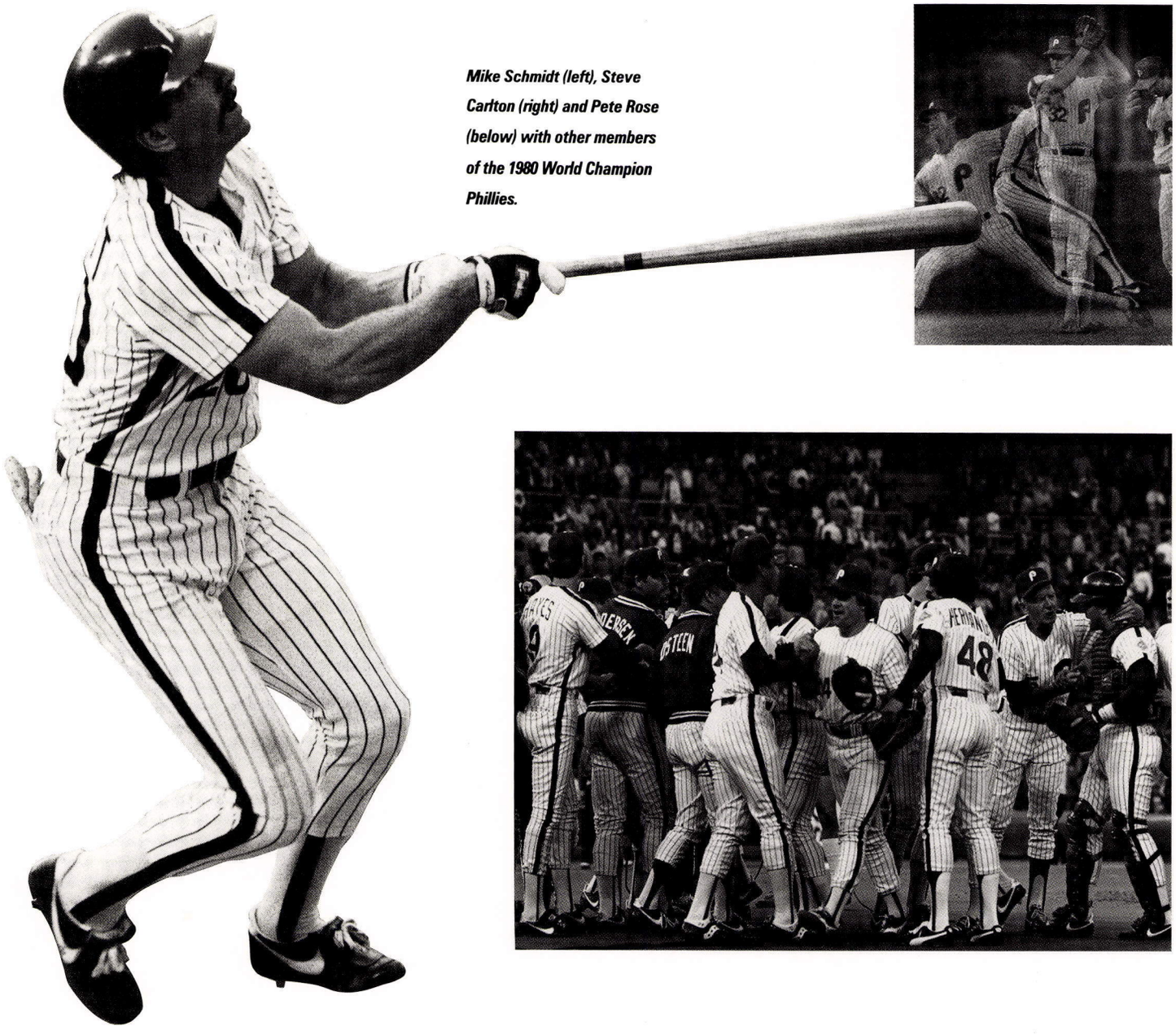
An article in the Fall-Winter 1986 issue of *Krumbs* reported on the conversion and quoted management as well as four of the new owner/operators. Howard Sowell, whose route was West Philadelphia, said, "Although the hours are longer, I'm working for myself, my family and our retirement. . . . I'm tickled pink about this new deal and that the Company went ahead with it!"

On the opposite page to Sowell's statement is a reproduction of a letter from Larry Wahl, president of Buckeye Biscuit Company, expressing his disappointment to be leaving the Tasty Baking family. Tasty sold Buckeye to Murray Bakery Products, Inc., in August 1986. "I firmly believe the next five years will be the most exciting in Tasty's history," wrote Wahl. The twenty-year affiliation had served both companies well, though it never provided the hoped-for new market for Tastykake.

The Tasty Baking Company, slimmer and trimmer, more efficient, was still a David, but it was prepared to confront the Goliaths.

Like Tasty Baking, the 1980s in America began with a convulsion and then swept into the longest peacetime growth era in the nation's history. National politics and economics played a major role in the fate of the company. The shakeout recession of 1981-82 engineered by Paul Volcker, chairman of the Federal Reserve Board, caused disaster on balance sheets but ended inflation. The decline of oil prices, due as much to Mideast politics as consumer conservation, ended the Sunbelt boom and bankrupted cities and towns from Houston to Denver, but thrust the Northeast and the Middle Atlantic states back in the economic limelight.

In Philadelphia, the 1980s can be categorized by celebration and construction. The Sixers won an NBA championship and spotlighted the skills of Julius Erving. The Phillies won another World Series, paced by Schmidt, Carlton, and Pete Rose. Villanova won an NCAA basketball championship.



Mike Schmidt (left), Steve Carlton (right) and Pete Rose (below) with other members of the 1980 World Champion Phillies.

Throughout the decade, tricentennials of the earliest Quaker settlements and bicentennials of the birth throes of the United States brought millions of visitors to the Delaware Valley. The unflappable Willard Rouse pushed a building above William Penn's hat atop City Hall, breaking precedent and tradition but ushering in a building boom of massive proportions.

In short, Philadelphia prospered, and prosperous Philadelphians bought lots of Tastykakes. By the middle of the decade, the company's stock had begun to reward those who had held it through the bad times, though the booming Dow Jones Industrial Average made geniuses of many investors in the market. Dividends, cut sharply in 1981 and a meager 6¼ cents in 1982, were up to 45 cents. Net sales reached nearly $240 million. By the end of the year, the stock price reached $20 a share.

A fife and drum corps parading near Independence Hall during the 1987 celebration of the bicentennial of the Constitution.

The tower of One Liberty Place, one of the many dramatic changes to the Philadelphia skyline during the eighties.

In the meantime, Philip J. Baur, Jr., and Nelson Harris decided the time had come to erase an inequity in Tasty Baking Company stock. For Baur, it was an audacious decision, since he and his family stood to lose, it seemed, in the short run. But he and the rest of Tasty management felt confident that the move would benefit all stockholders, including family members, in the long run.

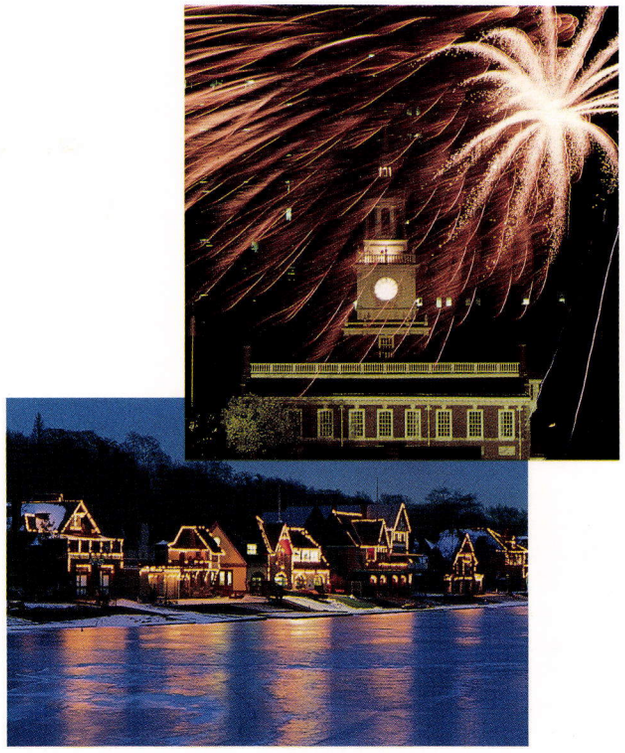
Nelson Harris recalled the stock situation in our interviews:

"We had decided that it was in the best interest of the company that the distinction between the A shares and the B shares, in which the B shares held ten times the voting right of the A shares, should be eliminated. We felt that the original basis for establishing this differential (and I was involved in this in the sixties) was to concentrate control of the company in the hands of the family. The stock we sold publicly, which was solely the A stock, would not represent an amount of voting control that could, in effect, control the company to the detriment of the family itself.

"We decided that it no longer was practical. In addition to that, we felt that our A shares were depressed in the marketplace because they contained this limited-voting right and that the distinction, once removed, would enhance the market value of the security and make acquisitions more viable in the event that we determined to use our shares for that purpose.

"We engaged in this program after discussing it with Kidder Peabody, our investment banker, who had strongly recommended it, saying that we were no longer a privately held company with restricted voting shares in the marketplace, but we now were a fully public company and therefore should act as a fully public company.

"The value of the B shares had never been greater than the value of the A shares, and there was no public market for the B shares; so two things were going to happen. The B shares, which did not have a public market, would now be exchanged for an A share. They would then be all A, and they would be readily transferable on a public marketplace. Therefore, they acquired complete liquidity."



Independence Hall during the Bicentennial celebration (top), and a view of Boathouse Row from across the Schuylkill.

In defense of the shareholders and of the company, Harris took on one of the industry giants in 1986. The background was provided by two snack-cake companies that were similar in age, history, and market to Tasty, but were no longer family owned: Drake's, from New York, which was part of the Borden Company; and Hostess, from Chicago, which was owned by Ralston-Purina.

In August 1986, the *Wall Street Journal* reported that the Tasty Baking Company had filed suit against Ralston- Purina in U.S. District Court, seeking to bar the giant food company from acquiring Drake's from the Borden Company. Articles in the Philadelphia newspapers explained the situation. The acquisition, said the *Inquirer,* would give the merged companies 70 percent of the market in New York, 64 percent in Boston, and 62 percent in the Northeast. The *Philadelphia Daily News* quoted

Nelson Harris as follows: "Our laws are set up so that there can be equal, free competition."

On October 21, Judge John Fullam ordered oral arguments the week of November 3. In our interviews, Nelson Harris recalled dusting off his law books to take on what he perceived to be a serious challenge to Tasty Baking Company:

"Ralston-Purina entered into an agreement to buy Drake Bakeries from the Borden Company for $115 million, and it was not publicly announced. Normally, when you enter into an agreement of sale, you announce it. They did not do this. The law requires that in a merger of two companies they file appropriate notice with the antitrust division. The antitrust division then has an opportunity to investigate it, and if they fail to object within thirty days, you go ahead and do it. And they did this.

"In the interim, we got a call from the antitrust people. It was not an in-depth call at all; it looked like they were just touching bases. Then after the thirty days, on July Fourth weekend of 1986, they announced the sale. Immediately I became apprehensive, and I thought, 'What's going to happen if the same company owns Drake and Hostess?'

"The implications were very serious: that they could promote one product one week, the other product the next week. They would end up with tremendous amounts of shelf space and leverage within the store. They could utilize predatory pricing, which is pricing under cost to drive us out of the market.

"And Ralston-Purina is a $7 billion company. Their resources would far exceed ours. There are three brands in our major marketing area—Tastykake, Hostess, and Drake—and with a $7 billion company controlling two of the three, their resources for promotion and predatory pricing and leverage of all sorts were so great that, quite frankly, if we had not taken the action that we took, I think we would be a substantially different company today. We may have held Philadelphia reasonably well, but it would have seriously deteriorated. I would not even like to think of the consequences.

"I convened the marketing and legal people, and we discussed what we could do about it. First of all, I wanted to be sure that we had a reasonable basis to file an injunction reaching toward an eventual decision that would force Ralston-Purina to divest Drake.

"I asked our firm, Stradley, Ronon, Stevens, and Young, and they did thoroughly investigate it. They also checked with an independent Washington counsel. I wanted to have two opinions. I reverted a little bit and read the cases myself. However, I did not act as my own lawyer. I just wanted to be sure I understood it. We came up with the conclusion that it very clearly violated the Clayton Act and the Sherman Act, which relate to monopolies.

"We also had to recognize, however, that the current administration had not been as aggressive with respect to holding mergers in violation of the antitrust laws. In fact, there had been a laissez-faire approach in Washington.

"We had a meeting at the Stradley firm and discussed the pros and cons. The odds were no better than 50-50 under all the circumstances. But

A group of Tasty Baking executives with guests from the Blind Relief Fund. The group's annual cruise aboard the 'Spirit of Philadelphia' is sponsored by the company.

we came to the conclusion then that it was better to do something, to fight and to stand up even with $7 billion companies than to do nothing at all. And I do not regret that decision for one moment.

"And so we filed a lawsuit and put out a press release, and I think our lawyers did a wonderful job. It was before Judge John Fullam of the United States District Court in Philadelphia. Our lawyers demonstrated to the court that it did violate the law. In a 58-page opinion, which is in my point of view extremely well thought out and well written, he indicated that he was going to issue the injunction, which meant that Ralston-Purina must immediately have a hands-off approach. In other words, Ralston-Purina could not be involved in any more of the management of Drake until a final decision. But then he went on to say that he would in all probability find at the time of the actual trial that it had violated the law. This hearing then became part of the trial.

"Ralston-Purina, recognizing that situation, felt if they were going to be found in violation of the law, 'Let's sell it. We'll divest right now.' And they did, and got $176 million for something that they had paid $115 million for about a year earlier.

"I think that it was one of the more important moments for the future of this company. I think we recognized the seriousness of it at the time, but on reflection, it was even more serious.

"The case was very widely followed in the trade. When a $250 million company sues a $7 billion company, people stand up and say 'What's going on?' I think, in general, most of the people in our industry probably applauded the action that we took."

The growth of Tasty Baking Company continued unabated in the late 1980s, following the guidelines set by the strategic plan, and profiting from the boom in the Delaware Valley and low rates of inflation. Net income soared from $2.9 million in 1984 to $9.5 million in 1988. Twice, the stock split three-for-two.

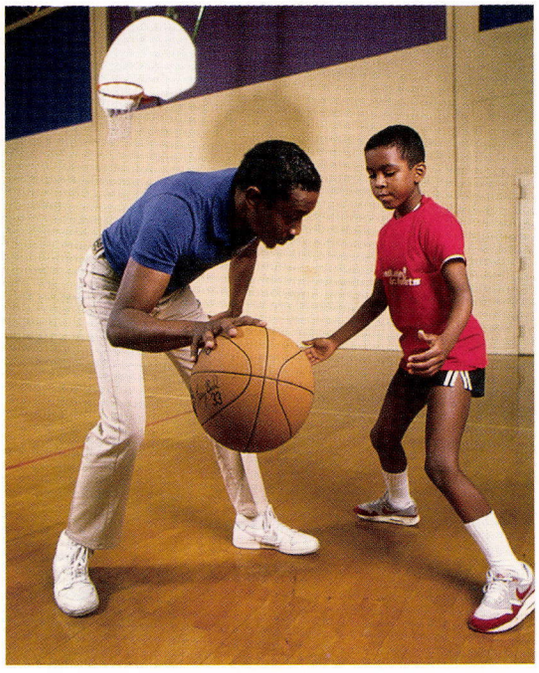
In the midst of the prosperity, the company continued to invest in its plant and in its neighborhood. The Allegheny West Foundation served as a model for urban redevelopment, spurring business investment along the Hunting Park Avenue corridor. The Tasty Baking Foundation, originally set up in the 1960s on behalf of the Baur family, provided the social services and cultural communities with grants and in-kind donations.

Kathleen M. Grim, who succeeded Hank Simpson as director of public relations, is responsible for administering the company's outreach. A graduate of Penn State with a masters in education from the University of Pittsburgh, she was the company's first female sales representative and served in the employee relations and personnel department before assuming her present job.

The company's commitments prompted the *Philadelphia Business Journal* to name Nelson Harris 1989's Outstanding CEO, "for his leadership in both the company and the community by making significant

The Allegheny West economic development project has brought new business to the area, created new jobs, and provided affordable housing for community residents.

Tasty Baking encourages participation in community service. An ongoing effort is the Easter Seals Telethon, which aids disabled children.



Another community effort, the Tastykake/Junior Bullets Basketball League, which involves over 1,500 youths in a healthy atmosphere of play and individual instruction.

Nelson Harris, who for years has been actively involved with the Boy Scouts of America, with Mayor Wilson Goode at the 1985 Scout-A-Rama. Harris was chairman of the event.

contributions in time and energy to serve the community need." In these contributions, Harris was following a path first marked by his predecessor, Paul Kaiser, determining that Tasty Baking would lead the city's corporations in responding to the community.

As the plant prepared for the second doughnut line, the company's planners were preparing an even bolder effort: cogeneration. Because of P.J. Baur's reliance on electric ovens to bake a consistent product, Tasty Baking was a significant customer of Philadelphia Electric, and Paul Kaiser served on the utility's board.

However, the initial impetus toward cogeneration was provided by an awareness of the burgeoning problem of trash disposal rather than the dependence on electricity. Nelson Harris recalled the origins in our interviews:

"Len Rayca, in one of our meetings, advised me that our costs for removal of trash were going to accelerate dramatically over the next three or four years. I asked him to give me the actual figures, which he did, and the projected increase in the next year was dramatic.

"I then called Brookes Britcher and asked him to stop by. I said, 'We use an awful lot of electricity. We are one of the few who bake with electricity. We're a heavy electricity user and we have trash to get rid of, so I want you to investigate trash-to-steam, where we can generate electricity.'

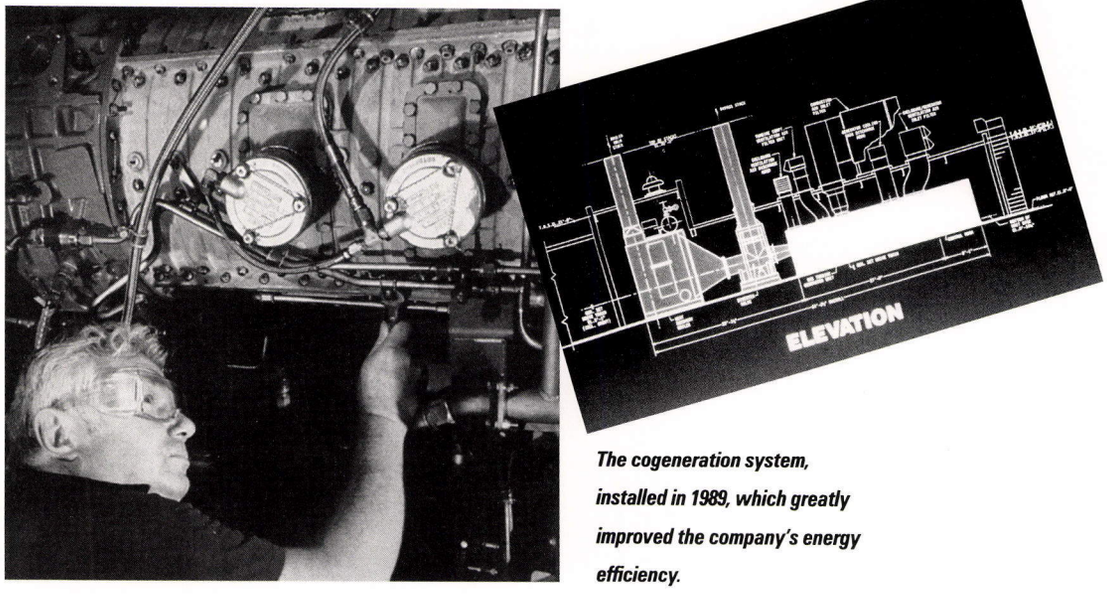
"He said 'Fine,' and properly brought in three or four people who were competent in this area and asked for proposals. The proposal came back and said that the idea of using our trash as a fuel makes no sense at all, which I found interesting, but the idea of generating our own electricity using gas as fuel is very economically viable.

"I went to the presentation and listened, and the savings were dramatic. Frankly, I was having difficulty coming to grips with how we could generate electricity at a competitive rate with the Philadelphia Electric Company, with their large installations at Limerick and other areas. In fact, I said, 'You've got to convince me of this.'

"Brookes went back and contacted our consulting firm. They explained quite simply that we cannot generate electricity any cheaper. But the difference is that the by-product of steam is lost to the consumer under the Philadelphia Electric operation. We are a very substantial user of steam, and therefore the efficiency jumps from 25 percent to 50 percent and becomes very economical. The recovery of the aggregate cost will be in about three and a half years. Under those circumstances, it just made a lot of sense to go ahead and do it."

Brookes Britcher, as the vice president for engineering, was responsible for the implementation and development of the cogeneration resource and recalled it in our interview:

"The system came on in January of 1989. It's producing about 2 million kilowatt hours per month, which is what it's supposed to do. It's a new process for us, a major investment in an activity not directly related to manufacturing. It's part of the business process of making cake, but from my point of view, it's the first time that we invested for something not directly associated with the product. In the last couple of years and the next four or five years, it's the most economically attractive project by five times.



The cogeneration system, installed in 1989, which greatly improved the company's energy efficiency.

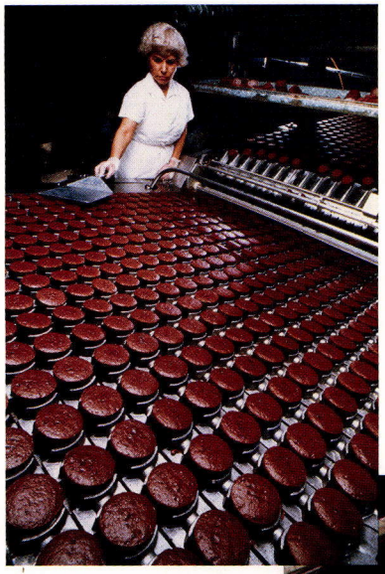
"It's the only operating turbine of its size in the city of Philadelphia. It's new to the city, but there are a lot of other companies in the area that either have cogeneration or are actively looking at it. Rohm and Haas, Amtrak, the University of Pennsylvania, the Philadelphia Zoo have been out to see us. It's an area more and more people are pursuing."

Seventy-five years later, the two young entrepreneurs, Morris and Baur, would certainly recognize their company. The technology has advanced far beyond the dreams of P.J. Baur, but probably not beyond his imagination. The market has changed dramatically, from Mom-and-Pops to 7-11s, but Morris would as eagerly tempt shoppers with samples today as he did at Wayne Junction and Germantown Avenue in 1914.

The most popular Tastykakes were all on sale before the company was two decades old. Chocolate cupcakes joined the product list in 1925, followed by Krimpets in 1927, pies and Tandy Takes/Kandy Kakes in 1931. Somehow Baur and Morris found the secret to taste in snack foods, and their skills are our reward.

The plant is a landmark for Philadelphians. Gene Shalit, television reviewer and commentator, once wrote that he always felt he was home when he drove along Hunting Park Avenue and smelled the Tastykakes baking. Away, they seek out the product, through the mails or in the markets and specialty shops that carry it. Now, with a new, updated design, Tastykake is seeking new customers in new markets, where the slogan "Bakery Fresh" will tell first-timers what Philadelphians have known for three-quarters of a century.

To tour the plant is to touch all of its parts. Bill Reed, executive assistant to the vice president of production, took me from bottom to top,



Cupcakes and cookies emerging from a couple of the large, energy-intensive ovens used today in the production of Tastykake products.

TASTYKAKE

TASTYKAKE

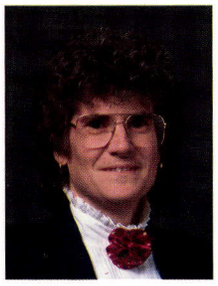
TASTYKAKE

TASTYKAKE®

(Above) The evolution of the Tastykake logo over the years. (Right) Some of the earliest to more recent Tastykake packaging and point of sale materials.

TASTYKAKE
BAKERY FRESH®

The newest Tastykake packaging and truck identification. The new slogan, "Bakery Fresh," was incorporated into the new logo (shown at left) in 1988.



Elizabeth H. Gemmill, vice president and secretary.

from the machines that regulate the intake of ingredients and send them all around the plant, past the shipping docks, alongside miles of conveyor belts, to the ovens, and coolers, cupcakes and Krimpets and pies and doughnuts.

But it's more than that. It's also the camaraderie: with Reed greeting each employee by name, inquiring after families and relatives, chiding the workers on the line, alert to problems that may be about to arise. That's how it works at Tasty Baking Company.

Elizabeth Gemmill, Esq., is the company's newest executive. A graduate of Bryn Mawr and Boston University Law School, she joined Tasty Baking in 1987 after more than a decade with Girard and Mellon banks and Drexel University. She is a tall, athletic woman, whose collegiality in the company extends to the tennis court, where she holds her own with the other executives.

In an interview in 1989, she described her colleague Len Rayca with a story that typifies long-time Tasty employees:

"The other day Len and I were walking down the hall, and we bumped into an employee who had lost a family member. Len gave her a big kiss, offered his condolences. There was a genuine warmth; it was heartfelt."

That warmth pervaded the many interviews conducted as part of the research for this book: Lou Rodriguez, who wishes he could have worked more than his 50 years at the bakery; Jim Barrett, who is effusive in his praise of the sensitivity of management; John Keegan, who keeps his uniform in his closet.

W. Dan Nagle, vice president, sales and marketing.

Even though the current model of the company is more up-to-date, sleeker, the beneficiary of modern methods and techniques, it draws its specialness from a spirit of cooperation. Collegiality is the byword, from the plant floor to the thriving Mutual Benefits Association to the executive offices and the boardroom, as Gemmill described:

"First of all, we're a small group. The second thing is that we meet on a regular basis. We go around the table, telling what's going on in each of our areas, and that helps. Third thing is the cafeteria; we see each other enough not to bring everybody in from opposite directions. Fourth, the leaders of the organization don't foster any kind of spirit other than collegiality. And the final thing is that we all rally around the product. We understand that the cake comes first, and that helps."

The year 1988 was the best ever for Tasty Baking Company, and 1989 promised even more. Despite the divestment of every subsidiary except Phillips & Jacobs, sales reached an all-time high of nearly $264 million. Net income skyrocketed to nearly $9.5 million, from $7.7 million the previous year. Net income per-share of $1.50 was triple that of 1984, adjusted for the two stock splits.

To celebrate its 75th anniversary, the company looked forward to its future while remembering its past. In addition to compiling this history, Tasty sponsored a picnic at JFK Stadium, honoring all of its employees,

Five thousand current and former employees and their families joined in celebrating the 75th anniversary of Tasty Baking at a picnic in JFK Stadium.

past and present. Following a barbecue dinner with entertainment, participants were treated to a Phillies-Dodgers game, one of the home team's few wins in the spring of 1989.

As 1989 drew to a close, Carl Watts became the president of Tastykake, and W. Dan Nagle acceded to the position of vice president of sales and marketing. Nagle, a Vietnam veteran with his B.A. and M.B.A. from La Salle University, joined Tastykake as director of marketing in 1984 after twenty years with Lewis, Gilman & Kynett, and was director of national sales from 1986 to 1989.

Philip J. Baur and Herbert C. Morris would look with pride on the company they founded . The horses are gone and the logo is new, but the familiar Tastykake trucks wind through new and old routes throughout the region. The plant is bigger and operates on its own steam, so to speak. The company continues to serve the community in which it resides, with jobs, with outreach programs, with support.

Paul Kaiser can look on with pride. The benefits he initiated have insured the retirement and health of many employees. The drive for ever-improved automation will never be abdicated. Allegheny West continues to flourish as a model program. And his first acquisition, Phillips & Jacobs, provided Tasty Baking $124 million in sales in 1988.

Phil Baur, Jr., and Nelson Harris do look on with pride. The consumer-driven company, having identified its niche, continues to grow with new products and new markets. Owner/operators drive Tastykakes to more outlets than ever before. The future is mapped by strategic plans. At 75, Tasty Baking Company looks ahead with the exuberance of youth and the wisdom of its years. The tradition, of integrity and quality, is safe in the hands of the hundreds of people who work every day to maintain it, as it has been since that day in 1914 that Herbert C. Morris set out with Philip J. Baur's first Tastykakes.

A very special thank you to the following members of the Tasty Baking family whose personal photographs and memorabilia help to make this a book about people as much as a company history. Their contributions are on the pages indicated.

Jim Barrett–29 (top), 63 (top), 64
Philip J. Baur, Jr.–9 (top & middle), 10 (top left), 14 (top), 74 (all), 75 (top right), 76 (all)
Norma Dees–18 (bottom), 23 (middle & bottom), 25 (top & bottom), 44, 45, 50 (bottom)
Gertrude Eisold–31 (all), 32
Margaret Farkas–59 (all), 94, 95 (all), 98, 99
Ed Green–51 (all)
Nelson Harris–116 (all)
Frank Horahan–38 (bottom), 66, 70, 81, 85, 124 (middle & bottom)
Janet Kipp–58 (bottom)
Mrs. Herbert C. Morris, Jr.–Cover, 10 (top right), 50 (top), 53 (bottom right), 75 (top left, middle & bottom), 103 (bottom), 132 (bottom left & right)
Bill Reed–104, 105, 107
Eugenia Riddle–30
Lou Rodriguez–43 (bottom), 44 (all), 45 (bottom)
Howard Scott–101 (top)
Joe Shilling–37 (top & bottom)
Hank Simpson–108 (top)
John Wurst–58 (top)

All of the other photographs, art and memorabilia are from the archives of the Tasty Baking Company, with the exception of the photographs identified below from the following sources:

Collections:
Allegheny West Foundation–111 (all), 112
Bettman Archives–10 (middle), 81 (bottom), 127 (bottom)
City Archives of Philadelphia–11 (right), 13 (top middle), 14 (bottom right), 17 (top)
Free Library of Philadelphia–9 (bottom), 27 (middle)
Historical Society of Pennsylvania–10 (bottom), 12 (all), 13 (top left), 55 (bottom), 65 (all)
Library Company–11 (left), 13 (bottom), 55 (top), 56 (all), 57, 62
Philadelphia Inquirer–71
Philadelphia Phillies–73 (top), 109 (all), 149 (all)
Southland Corporation–140
Union League of Philadelphia–135
University of Pennsylvania Archives–72
Urban Archives, Temple University–13 (top right), 45 (top)

Photographers:
Ed Eckstein–24, 43 (top)
George Adams Jones–151 (top)
Donna Marie–p. 159 (all top & middle)
Joe Nettis–131 (top), 137 (top), 150 (all), 151 (bottom)
Peter Olson–131 (bottom)
Leif Skoogfors–134, 130 (all), 131 (bottom left & right), 132 (all), 141, 142, 143 (top), 144, 146, 147 (all), 148 (bottom), 152, 153, 154 (top left & right), 156 (all), 157 (bottom left & right), 158 (all)
Leo Wojnar–37 (top & bottom), 43 (bottom), 157 (top)

TASTY BAKING COMPANY
SEVENTY-FIVE YEARS OF GOOD TASTE